

Committee of the Whole
4/27/2022

COUNCIL OF THE CITY OF PHILADELPHIA

COMMITTEE OF THE WHOLE

Remote location using Microsoft® Teams
Wednesday, April 27, 2022
10:00 a.m.

PRESENT:

COUNCIL PRESIDENT DARRELL L. CLARKE, CHAIR
COUNCILWOMAN CHERELLE L. PARKER, VICE-CHAIR
COUNCILWOMAN CINDY BASS
COUNCILWOMAN KENDRA BROOKS
COUNCILMAN ALLAN DOMB
COUNCILWOMAN JAMIE GAUTHIER
COUNCILWOMAN KATHERINE GILMORE RICHARDSON
COUNCILMAN DEREK S. GREEN
COUNCILWOMAN HELEN GYM
COUNCILMAN KENYATTA JOHNSON
COUNCILMAN CURTIS JONES, JR.
COUNCILMAN DAVID OH
COUNCILMAN BRIAN J. O'NEILL
COUNCILWOMAN MARIA D. QUINONES-SANCHEZ
COUNCILMAN MARK SQUILLA
COUNCILMAN ISAIAH THOMAS

BILLS: 220240, 220284, 220285, 220286, 220287,
220288

RESOLUTION: 220300

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

- - -

COUNCIL PRESIDENT CLARKE:

Thank you, and good morning to all.

We're going to get started. First, I'd

like to thank you all for chiming in

today for watching our public hearing.

But before we begin the public hearing,

I'll make the following announcement:

Due to the continuing threat to

public health from COVID-19, City

Council Committees are currently meeting

remotely. We are using Microsoft Teams

to make these remote hearings possible.

Instructions for how the public may view

and offer public testimony at public

hearings of Council Committees are

published in the Daily News, the

Inquirer, the Legal Intelligencer prior

to the hearings and can also be found on

PHLCouncil.com. I now note that the

hour has come.

Mr. McDermott, will you please

call the roll to take attendance. And

Members that are in attendance, please

say a couple of words to make sure your

1 image is displayed on the screen.

2 Mr. McDermott, please call the
3 roll.

4 THE CLERK: Councilmember Bass.
5 (No response.)

6 THE CLERK: Councilmember
7 Brooks.

8 (No response.)

9 THE CLERK: Councilmember Domb.

10 COUNCILMAN DOMB: Good morning,
11 Council President, colleagues and the
12 City of Philadelphia. Present.

13 COUNCIL PRESIDENT CLARKE: Good
14 morning.

15 THE CLERK: Councilmember
16 Gauthier.

17 COUNCILWOMAN GAUTHIER: Good
18 morning, Council President and
19 colleagues and Philadelphia.

20 THE CLERK: Councilmember
21 Gilmore Richardson.

22 (No response.)

23 THE CLERK: Councilmember
24 Green.

25 COUNCILMAN GREEN: Good

1 morning, Council President. Good
2 morning, colleagues. Good morning,
3 attendees. I am present.
4 COUNCIL PRESIDENT CLARKE: Good
5 morning.
6 THE CLERK: Councilmember Gym.
7 COUNCILWOMAN GYM: Good
8 morning, Council President. Good
9 morning, colleagues. I am present.
10 COUNCIL PRESIDENT CLARKE: Good
11 morning.
12 THE CLERK: Councilmember
13 Johnson.
14 (No response.)
15 THE CLERK: Councilmember
16 Jones.
17 (No response.)
18 THE CLERK: Councilmember
19 O'Neill.
20 COUNCILMAN O'NEILL: Good
21 morning, everyone.
22 THE CLERK: Councilmember Oh.
23 (No response.)
24 THE CLERK: Councilmember
25 Parker.

1 COUNCILWOMAN PARKER: Good
2 morning, Mr. President and colleagues.
3 Present.
4 COUNCIL PRESIDENT CLARKE: Good
5 morning.
6 THE CLERK: Councilmember
7 Quinones-Sanchez.
8 COUNCILWOMAN QUINONES-SANCHEZ:
9 Good morning, Council President. Good
10 morning, Council. I'm present.
11 COUNCIL PRESIDENT CLARKE: Good
12 morning.
13 THE CLERK: Councilmember
14 Squilla.
15 COUNCILMAN SQUILLA: Good
16 morning, Council President and
17 colleagues. Present.
18 THE CLERK: Councilmember
19 Thomas.
20 COUNCILMAN THOMAS: Good
21 morning, Council President. Good
22 morning, colleagues. I'm present.
23 COUNCIL PRESIDENT CLARKE: Good
24 morning.
25 THE CLERK: And, Council

1 President Clarke.

2 COUNCIL PRESIDENT CLARKE: And
3 good morning to all. A quorum of the
4 Committee is present and the hearing is
5 now called to order. This is the
6 continued public hearing of the
7 Committee of the Whole regarding Bill
8 Nos. 220284, 220285, 220286, 220287,
9 220288, 220240 and Resolution No.
10 220300.

11 Mr. McDermott, please read the
12 titles of the bills and the resolution.

13 THE CLERK: Bill No. 220284, an
14 ordinance to adopt the Capital Program
15 for the six Fiscal Years 2023 to 2028
16 inclusive.

17 Bill No. 220285, an ordinance
18 to adopt a Fiscal 2023 Capital Budget.

19 Bill No. 220286, an ordinance
20 adopting the Operating Budget for Fiscal
21 Year 2023.

22 Bill No. 220287, an ordinance
23 amending Section 10-1001 of The
24 Philadelphia Code, entitled "Fees of
25 Commissioner of Records," to increase

1 certain fees for the recording of deeds
2 and mortgages and related documents,
3 under certain terms and conditions.

4 Bill No. 220288, an ordinance
5 amending Section 19-1403 of The
6 Philadelphia Code, entitled "Imposition
7 of Tax," by creating a Philadelphia
8 County Demolition Fund to increase and
9 encourage economic development by
10 demolishing blighted properties within
11 the City, imposing a related fee for
12 recorded documents and related items;
13 and making technical changes; all under
14 certain terms and conditions.

15 Bill No. 220240, an ordinance
16 substantially increasing the budget and
17 number of areas and neighborhoods around
18 the City served by the Community Life
19 Improvement Program, CLIP, to improve
20 the health, safety and cleanliness of
21 every neighborhood and enhance the
22 quality of life for all residents.

23 And Resolution No. 220300,
24 resolution providing for the approval by
25 the Council of the City of Philadelphia,

1 a Revised Five Year Financial Plan for
2 the City of Philadelphia covering Fiscal
3 Years 2023 through 2027 and
4 incorporating revised changes with
5 respect to Fiscal Year 2022, which is to
6 be submitted by the Mayor to the
7 Pennsylvania Intergovernmental
8 Cooperation Authority, pursuant to the
9 Intergovernmental Cooperation Agreement,
10 authorized by an ordinance of this
11 Council approved by the Mayor on January
12 3, 1992 by and between the City and the
13 Authority.

14 COUNCIL PRESIDENT CLARKE:

15 Thank you, Mr. McDermott.

16 Today we continue the public
17 hearing of the Committee of the Whole to
18 consider the bills read by the Clerk
19 that constitute proposed operating and
20 capital spending measures for Fiscal
21 2023, a Capital Program and a
22 forward-looking Capital Program for
23 Fiscal 2023 through Fiscal 2028.

24 Before we begin to hear
25 testimony from the witnesses we have for

1 today, everyone who has been invited to
2 the meeting to testify should be aware
3 that the public hearing is being
4 recorded. And because the hearing is
5 public, participants and viewers have no
6 reasonable expectation of privacy. So
7 by continuing to be in the meeting, you
8 are consenting to being recorded.

9 Additionally, prior to
10 recognizing Members for questions or
11 comments they have for witnesses, I will
12 note for the record at this time that we
13 will use the chat feature available in
14 Microsoft Teams to allow Members to
15 signify that they wish to be recognized.
16 In order to comply with the Sunshine
17 Act, the chat feature must only be used
18 for that particular purpose.

19 This morning we will hear
20 testimony from the Register of Wills and
21 the City Controller. This afternoon we
22 will have testimony from the Department
23 of Licenses and Inspections and the
24 Water Department.

25 Mr. McDermott, the first person

1 to testify is?

2 THE CLERK: Register of Wills

3 Tracey Gordon.

4 COUNCIL PRESIDENT CLARKE: Good
5 morning, Ms. Gordon, Register.

6 REGISTER GORDON: Good morning.
7 Good morning, Council President. How
8 are you?

9 COUNCIL PRESIDENT CLARKE: I'm
10 great. Just state your name for the
11 record and you can please proceed with
12 your testimony.

13 REGISTER GORDON: Good morning.
14 My name is Tracey Gordon. I am the
15 Register of Wills here in the City of
16 Philadelphia and Clerk of Orphans'
17 Court. Good morning to you,
18 Mr. President and members of City
19 Council. I am Tracey Gordon, Register
20 of Wills and Clerk of Orphans' Court.

21 Joining me today are Emilio
22 DiGregorio of Government Affairs and
23 Erald Dika, Finance Director. I also
24 have my solicitor on if you have any
25 legal questions. I'm pleased to provide

1 testimony on Register of Wills' Fiscal
2 Year 2023 operating budget.

3 The Fiscal '23 General Fund
4 request for Register of Wills is \$4.6
5 million, a little under \$4.7 million.
6 With the additional funding request, the
7 Register of Wills Department plans for
8 Fiscal Year '23 are to introduce a
9 Probate Deferment Initiative Legal Unit,
10 continue the public outreach for the
11 Probate Deferment program, digitize the
12 historic archives and replace the
13 current Legacy system. Thank you for
14 your continued support and consideration
15 of this request. I am happy to take any
16 questions.

17 COUNCIL PRESIDENT CLARKE:
18 Thank you, Madam Register.

19 First, let me recognize
20 Councilwoman Brooks and Councilman Oh
21 who are present for the record. Thank
22 you.

23 First, I just had a couple of
24 questions to ask you. Just looking in
25 your budget detail and I know this is

1 something that is near and dear to your
2 heart, I heard you talk about it
3 basically all the time and understanding
4 it's significant, in your tangled title
5 initiative there's a \$60,000 decrease in
6 the tangled title initiative, can you
7 tell me why that is, particularly given
8 the level of significance that you have
9 placed on that?

10 REGISTER GORDON: \$60,000
11 decrease?

12 COUNCIL PRESIDENT CLARKE:
13 Yeah.

14 REGISTER GORDON: Erald, can
15 you speak to that?

16 MR. DIKA: Good morning,
17 President Clarke. I'm Erald Dika,
18 Finance Director --

19 COUNCIL PRESIDENT CLARKE: Page
20 3 of the budget detail.

21 MR. DIKA: Yes. So the \$60,000
22 was one-year funding that was issued by
23 the Administration. That was the
24 inception of the program that the
25 Register placed. So it's just one-year

1 funding, so it's not continuous funding
2 for the upcoming fiscal years. So the
3 Administration kind of took it away
4 after FY22.

5 COUNCIL PRESIDENT CLARKE: Was
6 it a one-year funding as part of a
7 compromise or was it one-year funding
8 that you all wished that it could have
9 been multi-year funding?

10 MR. DIKA: Well, we would have
11 liked it to be multi-year funding. But
12 it was a one-year funding because it was
13 the initiation of the PDI program
14 outreach.

15 REGISTER GORDON: It was a
16 pilot program that, you know, we asked
17 for the additional funding because we
18 wanted to test the program and see if,
19 you know, just prove to you all that
20 there needs to be really close attention
21 to this problem here in the City of
22 Philadelphia.

23 So we need -- and then we
24 provided other additional things in our
25 budget. Because I tell you this,

1 Council President, and I feel this in my
2 heart, if we could get -- if we could
3 solve this tangled title program, we
4 would free up \$1.1 billion worth of dead
5 capital. We would change history in
6 Philadelphia because people will be able
7 to have access to their generational
8 wealth, and those are primary homes that
9 are in Black and Brown neighborhoods.

10 Your neighborhood, my
11 neighborhood, all up through the map you
12 will see, and I send it to you all,
13 people do not own their rights. They're
14 not going to be able to survive.
15 They're not going to thrive. They're
16 definitely not thriving, but they're not
17 going to survive.

18 And I appreciate every last one
19 of you all who approved my last budget
20 and approved that \$60,000 increase. I
21 just real quick, we deferred an average
22 probate fee of 500 per family. PDI
23 applications have mainly come from
24 District 4, Curtis Jones District;
25 District 7, Maria Quinones-Sanchez. We

1 have also had applicants from District
2 8, Cindy Bass, Cherelle Parker and 10,
3 Brian O'Neill.

4 We're looking to expand these
5 services by adding a tangled title focus
6 unit for additional positions, because
7 if they don't -- time is not on their
8 side. Every time somebody dies that is
9 in that family tree, it's going to be
10 harder for them to be able to get access
11 to the title of the property, which
12 means all of the money that y'all
13 putting into, and thank God for you all
14 putting up the money into the Basic
15 System Repair, they don't qualify for
16 it, Council President. People living in
17 your District really need to get that
18 money, and we can talk about that
19 another time and we have a solution on
20 that. But I just wanted to let you know
21 that it is a serious problem here in the
22 City of Philadelphia.

23 COUNCIL PRESIDENT CLARKE: All
24 right. Ms. Waxman, I think you raised
25 your hand I saw on the screen. Marisa

1 Waxman, did you want to respond that
2 question?

3 MS. WAXMAN: Yes. And I'm
4 sorry. I was listening on Channel 64 so
5 a delay. So you might have actually --

6 COUNCIL PRESIDENT CLARKE:
7 Okay.

8 MS. WAXMAN: You were asking
9 about a \$60,000 reduction for tangled
10 title and that was one-time money. But
11 what we did was add \$400,000 for tangled
12 title and for the digital archives. So
13 what it is, is a net increase of 340.
14 But that's just the -- the 60 came out,
15 400 went in, so there was a real
16 intention from the Administration not to
17 reduce it, but actually to beef it up
18 and expand it. So I just wanted to make
19 sure that was clear on a technical
20 basis.

21 COUNCIL PRESIDENT CLARKE: I
22 understand why you jumped on. Trust me.

23 MS. WAXMAN: I'll --

24 REGISTER GORDON: Thank you for
25 the Administration because they have

1 really been kind to us in reference to
2 the tangled title and just giving us the
3 assistance we need. It's a little bit
4 short, but we'll talk about that as
5 well.

6 I sent you all a letter, a
7 notification today in your email. And
8 when you all get time, it goes into the
9 explanation on the plans that I have in
10 reference to the tangled title.

11 (Background interruption.)

12 REGISTER GORDON: Somebody
13 still has they mic on so it's a delay.

14 COUNCIL PRESIDENT CLARKE:
15 Whoever --

16 REGISTER GORDON: Marisa, your
17 mic is on.

18 COUNCIL PRESIDENT CLARKE:
19 Yeah. Whoever is talking, they need
20 to -- if you're not speaking, can you
21 please mute yourself.

22 REGISTER GORDON: And I think I
23 can repeat the last part, is we
24 appreciate the funding that came from
25 the Administration and we want to --

1 we're asking for additional, a little
2 bit more.

3 COUNCIL PRESIDENT CLARKE:

4 Okay. Since we're on that, tell me how
5 you have worked with the Department of
6 Records as it relates -- I thought the
7 Department of Records was engaged in
8 that process also. What's the
9 relationship between you guys, the
10 Department of Records and the Register
11 as it relates to tangled title?

12 REGISTER GORDON: So most
13 people in Philadelphia, most of the
14 citizens, they don't know it's
15 differences of offices because my office
16 is the office you come to to get the
17 paperwork to take over to the Recorder
18 of Deeds. So our office is elected.
19 The Recorder of Deeds is an appointed
20 position. And the attorney over there
21 is Commissioner Jim Leonard. And from
22 the onset of the tangled title
23 initiative that we've done in our
24 office, he has partnered with us. And
25 where we defer the fees on the average I

1 told you of \$500, he is waiving the fees
2 when they come over to them.

3 So we untangled 14 titles
4 without any dedicated budget, but that's
5 14 families. And your Districts, and we
6 can help more but what the Recorder of
7 Deeds does is once you get the short
8 certificate -- because people don't
9 understand the probate process. For
10 some reason the citizens of Philadelphia
11 don't understand the rules and the rules
12 of the Register of Wills, and that's
13 very dangerous.

14 Because when you own property,
15 there is certain legal procedures that
16 do have to take place in order for your
17 family to be able to inherit your
18 property. And people in Philadelphia
19 who own homes hadn't been doing that and
20 they've been thinking that it's an
21 automatic transfer, Council President.
22 And as a result of that in those areas
23 of West Philly, North Philly,
24 Germantown, Lower Northeast and
25 scattered around in all areas of

1 Philadelphia, the people are sitting in
2 there and they can't even get
3 homeowner's insurance, which is a safety
4 issue.

5 It's a safety issue to live
6 next door to somebody who don't have
7 their HOA plan if a fire happens. How
8 many of us in the City will be able to
9 rebuild. In the meantime, you still got
10 to live next door to them. So that's
11 what's happening in the City of
12 Philadelphia and that's the way for
13 urgency. Because I'm saying right now
14 us, we as a body, you all had an
15 authority to be able to help me help you
16 all get these notifications to the
17 people, which by the way shout-out to
18 the City of Philadelphia.

19 The Water Department just sent
20 out a brochure to 300,000
21 Philadelphians, homeowners or they think
22 homeowners because the Water is where
23 they finally know they have a problem.
24 So that's going out this week. So open
25 your own water bill and you'll see a

1 leaflet where it's telling them who the
2 Register of Wills is and who's the
3 Recorder of Deeds, and we have a program
4 that you come and we'll get you free
5 legal assistance to help you and your
6 family get that property in somebody's
7 legal name.

8 COUNCIL PRESIDENT CLARKE:
9 Thank you. Thank you, Register.

10 REGISTER GORDON: You're
11 welcome.

12 COUNCIL PRESIDENT CLARKE:
13 Thank you.

14 Chair recognizes Councilman
15 Thomas.

16 COUNCILMAN THOMAS: Good
17 morning, Council President.

18 Good morning, everybody.
19 Couple of questions. I had some
20 questions that I wanted answered ahead
21 of time, but I think the Register of
22 Wills' testimony just created some more
23 questions for me. So I just want to get
24 some clarity on a couple of things.

25 So the Register of Wills said

1 they were able to untangle 14 titles.
2 The 14 titles that they were able to
3 untangle, is that due to the program
4 that we spent about \$60,000 on? Am I
5 understanding that this pilot program
6 that we spent \$60,000 put us in a
7 position to untangle 14 titles?

8 REGISTER GORDON: No. The
9 \$60,000 gave us an opportunity to
10 promote a program that could potentially
11 help 10,000 families in the City of
12 Philadelphia to get property that they
13 believed that they owned and probably
14 do, and probably have inherited. But
15 legally, they can't do anything with it.
16 So the \$60,000 allowed the Register of
17 Wills during the pandemic to get the
18 information out.

19 It just so happened that some
20 people applied for the position and
21 those people that applied for the
22 program, some of which they went and got
23 other legal advice because the program
24 is income-based, but we're just telling
25 you that in the process of not even

1 having funding for that particular unit,
2 we untangled 14 families' houses.

3 Erald, you can also --

4 COUNCILMAN THOMAS: Okay.

5 So --

6 REGISTER GORDON: Erald, you
7 can also add something to it so maybe
8 you can help our Councilperson
9 understand some numbers.

10 MR. DIKA: Good morning. So
11 the \$60,000 for public outreach, so
12 technically what we did we worked
13 closely with Procurement and the OEO
14 Office to seek a couple of vendors that
15 did some sort of productions related to
16 PDI and advertisement mostly to the
17 social media platforms such as Facebook,
18 Instagram, LinkedIn so they can get the
19 word out there in the communities that
20 Register of Wills have the Probate
21 Deferment program, and we are offering
22 this assistance to the public to
23 untangle their titles.

24 COUNCILMAN THOMAS: So if I'm
25 understanding correctly, the \$60,000 was

1 spent on marketing and advertising so
2 people could understand the program that
3 you're offering. It wasn't --

4 REGISTER GORDON: (Nodding
5 affirmatively).

6 COUNCILMAN THOMAS: So I'm just
7 confused because in your testimony to
8 the Council President you said the
9 \$60,000 was a one-time fee to be able to
10 provide the items that you needed to
11 start the pilot program. Now, you're
12 telling us that the \$60,000 was spent --

13 REGISTER GORDON: Yeah. And
14 you know the items that I needed, I
15 needed to have items for advertisement.
16 I needed to get the message out. It was
17 COVID --

18 COUNCILMAN THOMAS: We don't
19 need advertising dollars anymore is
20 basically what you're saying?

21 REGISTER GORDON: No, I didn't
22 say that. You said that.

23 COUNCILMAN THOMAS: All right.
24 I'm going to move on from this line of
25 questioning because this is confusing

1 and I'm not quite sure exactly what
2 direction we're going with some of this
3 stuff. Digital archives, so right now
4 you're asking for an increase in funding
5 to address some of the issues related to
6 digital archives; is that correct?

7 REGISTER GORDON: Erald --

8 MR. DIKA: The digital
9 archives, it's a project that has been
10 placed on hold for a long time.
11 Currently, our records are backdated
12 from the 1700s and the condition and the
13 shape of that can no longer be
14 sustained. So we need money to start
15 digitizing files because as last -- we
16 had a hurricane last time and we really
17 got lucky technically with the files.

18 So if another flood or a fire
19 has to happen, these records will be
20 gone. They're single copies from the
21 1700s, 1800s, 1900s so we need money to
22 digitize the files.

23 COUNCILMAN THOMAS: So you're
24 asking for an increase based on the
25 numbers that the Administration has you

1 at to be able to digitize the files; is
2 that what you're saying?

3 MR. DIKA: So the
4 Administration gave us some funding, but
5 we asked for more money upfront to start
6 with --

7 COUNCILMAN THOMAS: How much
8 more did you ask?

9 MR. DIKA: Well, in Class 100
10 for digitizing we asked 250, \$250,000
11 just for digitizing.

12 COUNCILMAN THOMAS: And this is
13 different than the time you guys came to
14 us in an Appropriations Committee and
15 asked for a transfer and money to be
16 able to address other issues as well.
17 This is a different request than that?

18 MR. DIKA: The transfer of
19 money in December was for I believe
20 Class 100. I have to go back and check
21 the information. I don't have it in
22 front of me, but we asked the
23 Administration in the previous fiscal
24 year as well for digitizing records. We
25 also have applied through the CAO for

1 funding to work with the City to

2 digitize records. So this year --

3 REGISTER GORDON: The --

4 MR. DIKA: -- we're able to

5 secure some funding from the

6 Administration, like about \$400,000 in

7 in Class 200. You have the 60,000

8 decrease for PDI so the money is spread

9 for --

10 (Background interruption.)

11 COUNCILMAN THOMAS: Councilman

12 Jones, you have to mute yourself.

13 REGISTER GORDON: Let me add --

14 COUNCIL PRESIDENT CLARKE: Hold

15 on --

16 REGISTER GORDON: Let me also

17 add --

18 COUNCIL PRESIDENT CLARKE:

19 Folks -- Register, hold on one second.

20 Folks --

21 REGISTER GORDON: Okay. Sorry.

22 Somebody got they stuff on.

23 COUNCIL PRESIDENT CLARKE: Let

24 me handle that.

25 REGISTER GORDON: Okay.

1 COUNCIL PRESIDENT CLARKE:

2 Folks, please make sure that you're
3 muted when you're not speaking. We're
4 having way too many interruptions,
5 individuals not being adequately muted.

6 Register, please proceed.

7 Sorry.

8 REGISTER GORDON: Okay. So if
9 you can, Erald, can you talk about our
10 Fiscal 2022 budget as far as our
11 revenue, our expenses. I hope Marisa
12 will tell them how much money we brought
13 into the City. Could you go over real
14 quick with --

15 COUNCILMAN THOMAS: I'm sorry.

16 I'm --

17 REGISTER GORDON: -- that.

18 COUNCILMAN THOMAS: -- sorry,

19 Register --

20 REGISTER GORDON: Excuse me. I
21 would like to --

22 COUNCILMAN THOMAS: -- I
23 apologize.

24 REGISTER GORDON: I apologize
25 to you.

1 COUNCILMAN THOMAS: Yeah. No,
2 I'm apologizing because my time is
3 limited so I don't want my time being
4 wasted with that type of testimony
5 because that's not --

6 REGISTER GORDON: That's wasted
7 to you. And all due respect to you --
8 Council President Darrell, I would ask
9 you to -- I ask for some respect and not
10 getting cut off. This is a hearing. I
11 didn't know that we had to rush around
12 another Councilperson's schedule. I'm
13 scheduled to speak the testimony so I
14 mean --

15 COUNCIL PRESIDENT CLARKE: All
16 right. Time out. Time out.

17 REGISTER GORDON: -- it seems
18 like I'm being harassed. Okay. It
19 seems like I'm being harassed and it's
20 not fair. I treat y'all with respect,
21 Council President. I've always come in
22 here respectful. I send you all the
23 paperwork and right now I, you know --
24 can I take five minutes to talk to my
25 staff because I feel like I'm being

1 harassed publicly?

2 COUNCIL PRESIDENT CLARKE:

3 Would you like to have a five-minute
4 recess is what you're saying?

5 REGISTER GORDON: I'm asking
6 you permission for that so I can talk to
7 my staff please. I ask everybody that.
8 I'm not trying to disrespect Council
9 President(sic) Isaiah Thomas. But the
10 line of fire of questions and I'm not
11 sensitive, I'm just saying that I
12 want -- I don't need -- we don't need to
13 answer a catch 22 question. If you want
14 to ask us questions, we should be
15 allowed to answer the questions in a
16 manner, in a respectful manner that
17 somebody that's been elected just like
18 everybody here has been elected, I would
19 like to be able to talk and I would like
20 to not be having fiery questions at me,
21 like I'm not on the -- I'm not on the
22 stand here.

23 COUNCIL PRESIDENT CLARKE: All
24 right. Well, this is what I'm going to
25 do --

1 REGISTER GORDON: Just a little
2 (inaudible). I don't have to have the
3 five breaks. But I'm just saying there
4 needs to be some law and order.

5 COUNCIL PRESIDENT CLARKE:
6 Register.

7 REGISTER GORDON: Yes, ma'am --
8 yes, sir?

9 COUNCIL PRESIDENT CLARKE:
10 We're running the budget hearing. All
11 right.

12 REGISTER GORDON: Okay.

13 COUNCIL PRESIDENT CLARKE: I'm
14 going to give you a five-minute recess
15 so you can collect yourself or the staff
16 or whatever it is you want to do. But
17 understanding that members of this
18 Council have the right and the authority
19 and the jurisdiction to ask questions of
20 individuals that are coming in to
21 testify. If the individuals choose not
22 to answer that question, that's their
23 right. But you can't tell us how to run
24 the budget hearing.

25 REGISTER GORDON: I'm not

1 asking you how to run it. I'm asking
2 you to talk to me in a respectful
3 manner. That's all.

4 COUNCIL PRESIDENT CLARKE:
5 You're asking me -- you're telling us
6 how we should conduct the hearing.
7 If --

8 REGISTER GORDON: Well, I
9 apologize.

10 COUNCIL PRESIDENT CLARKE: --
11 you don't want to answer the question,
12 then you have that right not to answer
13 the question, but you can't tell us how
14 to run our hearing. All right. So
15 let's take a five-minute break, a quick
16 five-minute recess. You can do what you
17 need to do in that five minutes and
18 we'll be right back.

19 Modesto, five minutes and we'll
20 be right back.

21 (Brief recess.)

22 COUNCIL PRESIDENT CLARKE:
23 Thank you very much, Modesto. We're
24 going to get started again after a brief
25 recess.

1 We're going to go back to
2 Councilman Thomas. Councilman, I know
3 you had a couple of additional
4 questions, so please proceed with your
5 questions.

6 COUNCILMAN THOMAS: Yeah. thank
7 you. Thank you, Council President. Can
8 you hear me clearly?

9 COUNCIL PRESIDENT CLARKE: Yes,
10 we can.

11 COUNCILMAN THOMAS: Okay. I
12 know that I was already coming to the
13 end of my time and I just want to
14 provide some clarity. When I say my
15 time, I'm not speaking to the fact that
16 I'm not going to be here for the budget
17 hearing the entire day.

18 For those in the public
19 audience who don't know, Councilmembers
20 are limited to seven minutes per round.
21 And as we go through rounds, we're
22 limited in the amount because there's so
23 many Councilmembers who have to answer
24 questions. So I just wanted to provide
25 clarity about that, so I do apologize.

1 When I was asking for an
2 expedited answer, it's because I didn't
3 want to waste the time that I have for
4 this round of questions. And anybody
5 who felt like -- I'm not being
6 respectful or anything of that capacity,
7 I just want to put it out there that
8 that's not the intent. Our Police
9 Commissioner yesterday, Commissioner
10 Outlaw stood and answered questions for
11 I would estimate about four hours and at
12 no time -- and some of those questions
13 weren't easy. We have a lot of issues
14 that we're facing in the City of
15 Philadelphia. And at no time did it
16 turn into anything that was
17 inappropriate. So I just want to put
18 that out there and apologize for that
19 and make sure folks in the listening
20 audience know that I will be here for
21 the entire session today just like I was
22 yesterday, just like I've been at every
23 budget hearing that we had.

24 With that being said, Council
25 President, I'm just going to tee myself

1 up for the second round. I'm going to
2 allow my colleagues to go ahead and ask
3 questions that they have. I'll just tee
4 myself up in the chat feature for the
5 second round because I think I've taken
6 a lot of time and I know other
7 Councilmembers have questions, so I'll
8 come back for the second round.

9 Thank you, Council President.

10 COUNCIL PRESIDENT CLARKE:

11 Thank you, Councilman.

12 Chair recognizes Councilman
13 Domb.

14 COUNCILMAN DOMB: Thank you,
15 Council President.

16 And good morning, Register
17 Gordon.

18 REGISTER GORDON: Good morning,
19 Councilman.

20 COUNCILMAN DOMB: First of all,
21 I do want to thank you for all the work
22 you've been doing. I've seen it and
23 very productive and it's very much
24 needed in our City.

25 REGISTER GORDON: Thank you.

1 COUNCILMAN DOMB: Having said
2 that, I don't really have a question. I
3 have a comment. And in listening to
4 these budget hearings and listening to
5 the issues of the City, especially the
6 tangled titles and this amount of money
7 that's tied up, that's a catastrophe, I
8 mean really horrible.

9 But the more I think about it
10 the more I think that education is a big
11 part of this whole process, not just for
12 the adults. But imagine if we had, what
13 I know you support, teaching our schools
14 different things like financial literacy
15 that I've talked about, tech and
16 entrepreneurship K through 12. Just
17 close your eyes and picture a city that
18 has that mandatory for the next 15 or 20
19 years and think about the difference we
20 would have in the population of this
21 City and the residents knowledge. It's
22 huge.

23 And I'm saying that because all
24 these tangled titles, all these issues
25 come from a lack of knowledge. And the

1 more we can educate our young people,
2 the more we can avoid this in the long-
3 term. This goes beyond any elections
4 that occur in the next 10 or 15 years.
5 This is a 20-year program, but it's
6 something that we should do as a city.

7 Anyway, having shared that with
8 you, I know that you've been doing a lot
9 of work on the tangled title area and I
10 know you've been getting out there and
11 doing all kinds of events. Are you
12 doing anything -- can you share with us
13 on the financial literacy? I know
14 you've done some events. Can you just
15 share with me some of the things you've
16 been doing there?

17 REGISTER GORDON: Yes. Thank
18 you for asking. And you also -- you've
19 been saying that since you've been the
20 Councilperson about the financial
21 literacy and lack thereof in our
22 community. So we started a Plan,
23 Prepare, Protect educational tour.
24 That's been a huge success.

25 We bring every Thursday and we

1 do a Facebook Live, and primarily
2 because of COVID we had to do everything
3 through the Internet. And so, we talked
4 to hundreds and hundreds and hundreds of
5 citizens, bringing on experts to teach
6 them financial literacy, to teach them
7 the importance of how to make a will,
8 the difference between the offices of
9 the Register of Wills and the Recorder
10 of Deeds.

11 We also partnered with
12 Councilwoman Kathy Gilmore Richardson.
13 She has been very instrumental in
14 getting the message out and she
15 introduced and all y'all passed
16 legislation to include an estate
17 preparation guide for families to
18 address the estates of their loved ones
19 after passing. So we must continue to
20 find ways to get the word out.

21 Yesterday I talked to the Board
22 of Realtors Association and now they are
23 going to include our leaflet. We sent
24 them a digitized leaflet so when they
25 sell a property, our digitized flyer

1 will go in there about the importance to
2 make a will and how to contact our
3 offices.

4 We've partnered with the Bar
5 Association. They're getting ready to
6 put out a resolution for tangled titles
7 because it's unique to the County of
8 Philly. Out of all the 67 counties,
9 they don't have that financial literacy
10 deficit in those other counties. And
11 so, we are working with the Bar
12 Association to present a resolution.

13 And we are in a second season
14 of filming a series called Register
15 React, and we use pop culture to educate
16 people about why it's important to plan
17 your estate. We just finished
18 commercials in Spanish. I thank Louise.
19 We have a Spanish employee here that
20 helped direct a Spanish commercial for
21 the Spanish community because a lot of
22 tangled titles is in that North
23 Philadelphia area and she helped direct
24 and translate, so we have commercials
25 that are getting ready to come out.

1 And we also -- I'm continuing
2 to provide City services. We have
3 educated your entire Council staff, the
4 entire state legislative staff, the
5 entire state Senator staff. All the
6 Congress people we educated and gave
7 them a curriculum on understanding our
8 role here and gave everybody in those
9 offices direct access to us.

10 COUNCILMAN DOMB: Okay. Very
11 comprehensive, so thank you. Just one
12 comment. You might want to also reach
13 out to all the title company
14 associations because the title companies
15 deal with the transfer of deeds and at
16 every closing and settlement sheet,
17 maybe they can attach your information
18 so that people have it.

19 REGISTER GORDON: Okay. Thank
20 you. Thank you.

21 COUNCILMAN DOMB: Anyway, thank
22 you very much.

23 Thank you, Council President.

24 REGISTER GORDON: Thank you.

25 Thank you, Councilman Domb.

1 COUNCIL PRESIDENT CLARKE:

2 Thank you, Councilman.

3 Okay. Let me get this teed up
4 correctly. I think we have Councilwoman
5 Parker next and I believe Councilman
6 Jones had also gotten into the queue.

7 Chair recognizes Councilwoman
8 Parker.

9 COUNCILWOMAN PARKER: Thank you
10 so very much, Mr. President. I
11 apologize for my camera being off. I'm
12 having technical difficulty today.

13 But, Madam Register Gordon, I
14 want to start the way that I had started
15 every departmental budget hearing, and
16 that is I want to give some thank yous.
17 I want to thank you and your team for
18 the intergovernmental cooperation that
19 you have exhibited.

20 I was happy to hear in your
21 response to Council President Clarke you
22 were sort of summarizing for us the work
23 in partnership between the Recorder of
24 Deeds Jim Leonard. And between the work
25 that both the Office of Recorder of

1 Deeds and the Register of Wills, I just
2 want to argue that it has been literally
3 unprecedented here in the City of
4 Philadelphia. So thank you to both of
5 you. And I also have to give a huge
6 thanks to Sharon Wilson. When I tell
7 you a yeoman's job on the clock and off
8 the clock, Madam Register. She has
9 always made herself available and wanted
10 to say thank you.

11 With that being said, Madam
12 Register, one, thank you for referencing
13 Councilmember Katherine Gilmore
14 Richardson who is touched by this issue
15 in a very personal way and it became
16 priority for her, and particularly when
17 she was working on that estate
18 preparation guide legislation, so thank
19 you for just acknowledging that.

20 I know the issue of tangled
21 titles, it is something that I have been
22 working to educate the public about
23 connecting citizens to Philly VIP, the
24 CLS and anyone we can think of, Madam,
25 even before you were elected when I was

1 in the Statehouse, because we understood
2 that the average Philadelphian even in
3 those Districts, and I was listening to
4 you when you noted those Districts that
5 were most impacted and those who had
6 taken advantage of the opportunity to
7 untangle a title.

8 When you talked about the 4th,
9 the 7th, the 8th, the 9th, the 10th, it
10 is no surprise that in Districts that
11 have an aging population, particularly
12 in Black and Brown communities, an aging
13 population and a high rate of
14 homeownership, that these issues become
15 extremely important.

16 And I will tell you when we
17 first started working on this issue,
18 Register, people were not even thinking
19 about the fact that everyone didn't have
20 a lawyer on retainer to have developed a
21 last will and testament and had gone
22 through the process of transferring
23 property, that probate process that you
24 talked about.

25 So I just want to thank you.

1 And we've been talking about the need
2 for marketing, right, with recruitment
3 strategies not just here in the City of
4 Philadelphia Police Department but
5 throughout government where we're
6 competing with different regions in the
7 private sector to recruit people. But
8 here you were in an effort to use
9 technology, and I'm a dinosaur. So when
10 you used the videos, and I think it was
11 movies, to connect people with
12 understanding it, I would have never
13 thought about anything like that because
14 I'm not a technically savvy person. I
15 have to depend on staff for that, so
16 just your use of technology and your
17 knowing that you had to spend money to
18 market and service and to educate people
19 about it. So I wanted to get all of
20 that on the record.

21 Now, what I want you to do is
22 tell me, if you will, two questions:
23 One, how much funding is dedicated to
24 that community outreach in your
25 department that Councilmember Domb, he

1 acknowledges like I acknowledges, thank
2 you, Councilmember Domb, because we've
3 never had that much outreach before
4 being proactive. And with the tangled
5 titles tell us, if you will, because
6 again Councilmember Katherine Gilmore
7 Richardson, myself, so many others
8 advocated for these dollars, how is the
9 Neighborhood Preservation Initiative
10 funding going to further advance your
11 office's efforts as it relates to
12 addressing this issue of tangled titles
13 and building wealth and transferring
14 wealth from generation to generation
15 amongst all Philadelphians?

16 And I will go on mute, Madam
17 Register, and listen. Thank you for
18 your patience.

19 REGISTER GORDON: Thank you.
20 Thank you. I do want to say you were
21 one of the first offices that I came to
22 introduce you to the PDI, Probate
23 Deferment Initiative. And you said,
24 listen, Register, you know, this has to
25 help the middle income folks as well.

1 And I will tell you four of those
2 tangled titles that we assisted came out
3 of Councilman Curtis Jones' area, and
4 they were middle income. They weren't
5 all just so, you know. We heard you and
6 we upped that threshold. And even if
7 they're above the threshold, we still
8 send them to legal agencies to get the
9 consultations, so we're still giving
10 free legal consultation.

11 Some of these titles take
12 \$5,000 or more to untangle. That's why
13 I was telling Council President Clarke
14 that time is not on they side. Every
15 time somebody dies it's going to get
16 more complicated and it's going to be
17 harder to untangle. But I will let
18 Erald, deflect to my Finance Director
19 and he can answer that question for you,
20 Councilwoman. Thank you too.

21 COUNCILWOMAN PARKER: Thank
22 you.

23 MR. DIKA: Good morning,
24 Councilwoman. I'm Erald Dika, the
25 Finance Director. So for community

1 outreach for FY23, we're dedicating
2 \$120,000 that will help us reach further
3 into the communities to explain the
4 benefits of our program. We also ask
5 for Class 100 for about five positions
6 for the PDI unit to dedicate a legal
7 team to address the PDI-related issues
8 for the initiative that the Register
9 has. So technically, about 300,000-plus
10 to PDI.

11 COUNCILWOMAN PARKER: Okay. So
12 five positions and then the \$120,000 to
13 further educate and connect people?

14 MR. DIKA: Yes.

15 COUNCILWOMAN PARKER: Thank you
16 so very much for that clarity. I'm
17 going to close by saying, Madam
18 Register, thank you also for just
19 putting on the record the impact that
20 eligibility requirements for many
21 programs offered by the City have on
22 homeowners in our City, because I get
23 extremely frustrated. The Council
24 President and I, we've had this
25 conversation quite often.

1 I've watched people pit what we
2 call the have-nots versus those who have
3 just a little bit and they are not rich,
4 but they usually make a nickel over the
5 income eligibility guidelines so people
6 say, oh, they don't need help, but
7 they're not thinking about the fact that
8 they're retired, that they're older,
9 that now it's more medications and
10 challenging health care issues. So
11 thank you for acknowledging that those
12 people who also contribute and have
13 contributed to Philadelphia's tax base
14 consistently even before we start
15 realizing the growth that we have, thank
16 you for acknowledging that those people
17 deserve to access this program as well.

18 Thank you so very much,
19 Mr. President. And thank you, Madam
20 Register.

21 REGISTER GORDON: Councilwoman
22 Parker, an average heater replacement,
23 and you have to include the fluke
24 because the chimney is directly
25 connected to the heater so, you know, to

1 avoid the carbon monoxide, that's like 5
2 grand. So how many people even
3 listening here can go in if they heater
4 breaks and just go into their account.

5 COUNCILWOMAN PARKER: Right.

6 REGISTER GORDON: And you know,
7 because you made a dollar or two over
8 the so-called low income, so we need to
9 examine that too.

10 COUNCILWOMAN PARKER: Right.

11 REGISTER GORDON: That's the
12 older population. How many of them in
13 your District who own they home --

14 COUNCILWOMAN PARKER: Right.

15 REGISTER GORDON: -- if that
16 sewage cracks in front of their house --

17 COUNCILWOMAN PARKER: Yes.

18 REGISTER GORDON: -- how many
19 of them can get \$7,000 because you have
20 to get a licensed person to do it --

21 COUNCILWOMAN PARKER: No, I
22 agree, Madam Register. And what you
23 just affirmed for us is that if you fall
24 in this sort of income bracket, we are
25 what you call, you house poor. You own

1 the house, but you can't access the
2 services because of the income. And for
3 those people who will have a property
4 that they lived in but they haven't
5 untangled the title and went through the
6 process, they may be even eligible for
7 the programs. But as you stated in your
8 testimony, they can't get homeowner's
9 insurance. They can't even qualify for
10 the services that we offer in the City
11 because they haven't untangled those
12 titles. So please stay focused on the
13 work you're doing.

14 And again, Mr. President, thank
15 you so much.

16 REGISTER GORDON: Thank you.

17 COUNCIL PRESIDENT CLARKE:

18 Thank you, Councilwoman.

19 I believe Councilman Jones is
20 in the queue. Chair recognizes
21 Councilman Jones.

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

24 Thank you, Madam Register, for
25 your time and testimony today. I'm not

1 going to reiterate most of what has
2 already been said by my colleagues. But
3 I want to relate to you
4 boots-on-the-ground practical experience
5 of what I'm experiencing in my District
6 and outside of my District.

7 My colleagues fought very hard
8 to deal with rent rebates and
9 moratoriums on evictions. But right now
10 Philadelphia seems to be in the throes
11 of title wrestling from individuals who
12 believe they have stake and claim to a
13 house only to find out that they don't
14 based on that tangled title issue.

15 The other day I get an urgent
16 call from an individual who allowed me
17 to share that experience on speaker.
18 People who were to be removed from a
19 property that they believed through
20 either squatters rights or through the
21 tangled title that was their property,
22 showing receipts of investments that
23 they made, but that owner had a piece of
24 paper that said that's his house. And I
25 don't think this is an outlier. I think

1 more and more we're going to see those
2 kinds of title disputes, those types of
3 evictions that are occurring based on
4 investors purchasing of the hood.

5 REGISTER GORDON: Yup.

6 COUNCILMAN JONES: How do we
7 put ourselves in a position to be able
8 to mediate those kinds of disputes about
9 title without leading to violence,
10 because this issue wasn't just the kind
11 of dispute you find in court? They were
12 ready to take it to the streets. So,
13 Madam Register, tell us, give us a guide
14 on what we should be preparing in our
15 respective neighborhoods to do.

16 REGISTER GORDON: We got to
17 fund the program. We got to -- we have
18 to, you know, we're asking lawyers to
19 volunteer and some of them are so
20 technical, you know. We have to make
21 sure we put money in their fund. And
22 you all had the political will to lessen
23 the requirements for the Basic System
24 Repair. I just find that out because
25 the government, FEMA, the federal

1 government lessened the requirements of
2 the homeownership if you could prove
3 that you were living and maintaining
4 that house for years by way of bills.

5 So I wanted to talk to you all
6 about that later. We'll put it in
7 writing that you can at least get -- so
8 these people can be eligible for the
9 Basic Systems Repair while in the
10 process of untangling that title. It is
11 going to get very dangerous because
12 you're talking about this place and not
13 just one person. Sometimes there are
14 families, three generations of families
15 in these houses.

16 And what's going to happen is
17 our homeless population is going to go
18 up, the affordable house is the one your
19 family owns. The average person,
20 hardworking person working two, three,
21 four jobs cannot qualify for, what is
22 it, low-income housing or first time
23 homeowner. You know, where are people
24 going to live if not live in their
25 houses.

1 And with the gentrification
2 that's coming and the trickery they're
3 doing, luckily we have a DA over there
4 that is now prosecuting anybody who is
5 trying to steal people's deeds, you
6 know. And now, people are starting to
7 be educated to -- he started a program
8 over there where you can register that
9 if somebody inquires about the title to
10 your house, you will get instant
11 notification via email, so we are trying
12 to do all types of things to protect our
13 infrastructure, but right now we are in
14 severe danger. It just makes me so
15 nervous every day.

16 People are going to lose these
17 houses, Councilman, if they don't get
18 them in their names. And we have to
19 fund the program. We have to fund it.

20 COUNCILMAN JONES: So that was
21 the answer to that. I want to segue, I
22 know we send more money from your office
23 to Harrisburg that we ever see. How
24 much is that again? How much do we send
25 to Harrisburg?

1 REGISTER GORDON: Last Fiscal
2 Year of 2021 we sent \$90.5 million. The
3 year before that we sent the same. We
4 send between \$80 million to \$100 million
5 every year there. Pandemic or not we
6 sent them their money. Even when they
7 were closed, we saved millions of
8 dollars worth of checks stacked up
9 because they closed and we were open.
10 So by the time they opened, they were so
11 backlogged from checks from
12 Philadelphia, they had to hire more
13 people.

14 COUNCILMAN JONES: So we once
15 again, Mr. President, send money to
16 Harrisburg and on average from taxpayers
17 to entities like the Register of Wills,
18 we send a dollar, we get \$0.73 back. We
19 send a dollar. They get \$0.73 worth of
20 services which let them tell it, we're
21 the constant drain on the budget. By
22 way of --

23 REGISTER GORDON: Until you
24 ride on that turnpike, you see all that.
25 Our taxes is helping preserve parks,

1 highways, you know. It's never been an
2 audit. But I do know we have been
3 consistent with our inheritance tax and
4 it can be more if these tangles
5 would -- and we would be getting more
6 City revenue taxes, because right now
7 those houses, they can't improve those
8 houses.

9 After surviving the attack from
10 the redlining sales, if you look at
11 segregationbydesign.com it's in the City
12 Planning. It will tell you the
13 redlining that happened during the time
14 between the '20s and the '60s. It was a
15 concentrated effort in cities like
16 Philadelphia, Chicago. It's called
17 Segregated By Design, and the City
18 Planning has it in their testimony.

19 And so, what happened with the
20 redlining we weren't able to improve our
21 homes so these are the same homes that
22 people are living in that people I guess
23 didn't trust government, they didn't
24 understand making wills, and you have
25 generations of families right in your

1 neighborhood that are living in a house
2 that they don't own.

3 COUNCILMAN JONES: I want to
4 segue real quick with the time I have
5 left. How closely do you work with the
6 Historic Commission? And the reason I
7 ask that is that there are so many
8 documents that need to be preserved.
9 They're going to testify to that. So
10 you have the William Penn Charter in
11 your possession?

12 REGISTER GORDON: Mm-hmm.

13 COUNCILMAN JONES: Which has
14 got to be priceless. We went and did a
15 tour of the Art Museum to find the first
16 Wampum belt that purchased part of
17 Philadelphia from the Lenape Indians.
18 So how closely do you as the Register of
19 Wills work with the Historic Commission
20 on the preservation of documents?

21 REGISTER GORDON: Well, we
22 haven't built a relationship as of yet
23 to them because of COVID because
24 everybody was closed down. But now that
25 they're starting to open again we've

1 begun communication. But we have
2 started to do sort of like a self-
3 inventory. We have taken some historic
4 documents such as the one you mentioned
5 to actually get preserved, because they
6 pretty much can't wait.

7 I'd like for you to come for a
8 tour in the marriage department and the
9 marriage records, and I would like you
10 to see for yourself the condition those
11 books are in. And these are books that
12 you need, you and your family need.
13 Marriage records, sometimes they have to
14 prove that they were married or
15 whatever. Especially the immigrant
16 population, they have to get their
17 marriage records to send overseas and it
18 has to be certified. If you will see
19 the books, they are crumbling right
20 before your eyes, seriously.

21 I would like for you all to see
22 it because just us describing it I can't
23 describe the condition they in. You
24 have to see it with your own eyes. So
25 the digitization plan is an initial plan

1 that we -- we don't even know how much
2 we have. We know we have it, but we
3 don't know how much we have. So that's
4 where we were with the Historic Society.
5 But I will say in legislation by law we
6 cannot do anything to any documents
7 without their approval.

8 COUNCILMAN JONES: Thank you,
9 Madam Register.

10 Thank you, Mr. President.

11 REGISTER GORDON: Thank you.

12 COUNCIL PRESIDENT CLARKE:
13 Thank you, Councilman.

14 Chair recognizes Councilwoman
15 Brooks.

16 COUNCILWOMAN BROOKS: Thank
17 you, Council President.

18 And good morning, Madam
19 Register of Wills. My question is about
20 seniors. I was wondering how does the
21 community outreach team reach out to
22 seniors because they don't rely on the
23 Internet for public information, and I
24 just want to make sure that as we talk
25 about this specific population -- and I

1 heard your story about the heater and we
2 have had several calls about that -- but
3 I just want to know how was the outreach
4 done to that particular population?

5 REGISTER GORDON: Okay. So now
6 COVID is just lifting, but we just sent
7 270 -- almost 300,000 pamphlets,
8 leaflets that's going into the water
9 bill. They're going to get it this
10 month letting them know how about
11 programs and how to reach your office.
12 There are a lot of seniors that use
13 social media as well too.

14 We have now started going out
15 to venues physically. We have thousands
16 of flyers that we have been giving out.
17 We go to churches. We have an outreach
18 department, first time in this history
19 where we have a staff of four, including
20 the Communication Director that are
21 canvassing now.

22 I'm invited to Councilman
23 Curtis Jones' Book Camp next week, so we
24 are now coming out. You can invite us
25 to anything. Let us know, send us the

1 flyers and we'll send you flyers as
2 well. And we also send you all digital
3 copies of all the flyers we have and we
4 give you all permission to make copies
5 of the flyers so when your people go
6 out, they can have the information as
7 well.

8 COUNCILWOMAN BROOKS: Okay.
9 Thank you. And I also -- do you have a
10 number of fewer tangled titles that
11 you've been seeing since you've been
12 doing this outreach? Do you have an
13 idea?

14 REGISTER GORDON: Of the input?

15 COUNCILWOMAN BROOKS: Of the
16 outcomes from the work that you've been
17 doing for the last couple of years.

18 REGISTER GORDON: Yes.
19 Karima, could you talk to her about
20 that? My solicitor Karima, she runs our
21 PDI program, our attorney Karima
22 Yelverton. I know Cherelle had referred
23 to Attorney Sharon Wilson but our
24 Attorney Karima Yelverton has taken her
25 place and she is now leading the PDI

1 program.

2 Could you tell her, answer some
3 of her questions please, Karima. Thank
4 you.

5 MS. YELVERTON: So we have
6 received a substantial increase in calls
7 related to the PDI program and our
8 outreach, people reaching out. And
9 that's not just people looking --
10 eligible for the program. Like, a lot
11 of people that call, they just don't
12 know what they were supposed to do
13 because there's a lack of education.

14 And so, we recognize that the
15 Register's outreach programs have been
16 working from the increase in calls
17 alone, and we have a dedicated inbox for
18 emails, again we're not receiving those
19 from seniors though. The calls are
20 mainly coming from seniors. And a lot
21 of them have already probated the
22 estate. They just didn't know what to
23 do next, so we try to assist them with
24 that.

25 COUNCILWOMAN BROOKS: Thank you

1 so much.

2 REGISTER GORDON: Thank you,
3 Councilwoman.

4 COUNCIL PRESIDENT CLARKE:
5 You're good, Councilwoman?

6 COUNCILWOMAN BROOKS: Yes,
7 Council President. That ends my
8 questions.

9 COUNCIL PRESIDENT CLARKE:
10 Thank you.

11 I want to go to our second
12 round. The Chair recognizes Councilman
13 Thomas.

14 COUNCILMAN THOMAS: Thank you,
15 Council President. See if we can try
16 this again. First and foremost, how
17 much more money the Register of Wills
18 Office asking based on the Mayor's
19 budget proposal compared to the request
20 from the office?

21 REGISTER GORDON: Thank you.
22 Erald, could you give the Councilperson
23 the report, please.

24 MR. DIKA: Yes, Councilperson.
25 We are asking to fully fund the Class

1 100 five positions. So far we have
2 received two additional positions and we
3 asked for five, so \$125,000 will be the
4 additional funding for Class 100.

5 COUNCILMAN THOMAS: So y'all
6 asking for \$125,000 additional in this
7 budget to address staffing issues. My
8 question is the last time we -- not the
9 last time, I apologize. One of the
10 times we met previously one of the
11 questions that I asked this office was
12 how many people had been laid off by the
13 Register of Wills Office during the
14 pandemic. So I want to revisit that
15 question. How many people of the
16 Register of Wills Office were laid off
17 during the pandemic? And if there has
18 been a number of people that have been
19 laid off, why would we need to provide
20 new salary dollars if there have been
21 significant layoffs?

22 MR. DIKA: So the \$125,000 is
23 to fully fund the PDI Legal Unit so that
24 we can address Probate Deferment
25 Initiative issues throughout the City of

1 Philadelphia. We were mandated by the
2 Administration when the pandemic around
3 to take a 10 percent cut so --

4 COUNCILMAN THOMAS: I'm sorry.
5 Excuse me. I'm not referencing the 10
6 percent cut that took place. I'm
7 talking about people who were laid off
8 after the 10 percent cut. We did the 10
9 percent cut and we addressed those
10 issues in 2020. It's my understanding
11 that a significant number of people were
12 laid off after that budget was passed.

13 So I'm wondering how many
14 people were laid off and what the fiscal
15 impact of those people who have been
16 laid off since after we passed that 2020
17 budget?

18 REGISTER GORDON: Well, we can
19 get that report over to you. But go
20 ahead, Erald. We can get the actual
21 number and report and the data, we can
22 get it over to you before the weekend.

23 MR. DIKA: Yes, we will ask our
24 HR unit to provide the number of people
25 that were laid off. But again to

1 reiterate the point, our budget hasn't
2 been restored in Class 100. So
3 technically we have still yet to be
4 fully funded in 100. So we'll provide
5 the data.

6 COUNCILMAN THOMAS: Thank you.
7 In our November Appropriations Committee
8 hearing last year, the Register of Wills
9 Office came to the Appropriations
10 Committee and asked for a transfer
11 ordinance to be able to address
12 outstanding contractual obligations and
13 other things in that capacity.

14 It is my understanding that the
15 Register of Wills Office still has not
16 taken care of some outstanding balances
17 with contractual partners. I'm
18 wondering where are we as it relates to
19 that Appropriations hearing that we had
20 last year, and what is the plan to get
21 some of that stuff cleaned up from this
22 office?

23 MR. DIKA: The Register --

24 REGISTER GORDON: Emilio can
25 answer that one. Thank you, Erald.

1 MR. DIKA: You're welcome.

2 MR. DiGREGORIO: Good morning,
3 Councilmembers. Councilman Thomas, we
4 have fulfilled all obligations with
5 vendors except one. We asked for
6 additional documentation that supported
7 the work that was conducted. We have
8 not received it to date, but it is our
9 intention once receiving that
10 documentation to fulfill that
11 obligation.

12 COUNCILMAN THOMAS: Just want
13 to note for the record that that's
14 different than what we were told in the
15 Appropriations Committee last year when
16 we voted to allocate this money. We
17 were told that all of the outstanding
18 balances would be taken care of, but
19 that's not a problem at all.

20 The 14 tangled titles that the
21 Register talked about with the Council
22 President in the first line of
23 questioning, can someone explain what
24 that number is? Are you saying that you
25 were able to untangle 14 titles? Can we

1 get more information on the 14 untangled
2 titles?

3 REGISTER GORDON: Emilio, you
4 can finish.

5 MR. DiGREGORIO: I mean, Karima
6 I think will be best. But we received
7 those applications from the public. We
8 worked with the nonprofits to conduct
9 the investigations to see how many
10 errors are involved and what's needed to
11 resolve those tangled titles. And
12 through our partnership with the
13 nonprofit, those estates were resolved.
14 Multiple layers need to be addressed,
15 multiple generations, so it's a bit of a
16 legal process and it requires some form
17 of legal representation to be involved.

18 COUNCILMAN THOMAS: So over the
19 last two to three years we've untangled
20 14 titles? Is that the total number of
21 titles that's been untangled?

22 REGISTER GORDON: (Shaking
23 head).

24 COUNCILMAN THOMAS: So can you
25 tell me where the 14 number comes from?

1 Is that in a year? Is that in a month?

2 MS. YELVERTON: If I may --

3 REGISTER GORDON: Go ahead,

4 Karima. Thank you.

5 MS. YELVERTON: If I may, the

6 Register's pilot program was started in

7 the first quarter of 2021. So as of

8 today, we have actually had 15

9 applicants and 14 of those have been

10 completed. With our partner, our main

11 partner has been Christian Legal Clinics

12 and she has provided, Heather Hewlett

13 has provided 13 of those applicants.

14 But again, the calls come into

15 our office and we refer them to the

16 legal services. Now, a lot of the legal

17 services do not have the capacity to

18 handle the amount of cases or the

19 complexity of cases. We have calls that

20 we have received that are still sitting

21 because we do not have attorneys to

22 handle them because they are complicated

23 and take a lot of time, so that is part

24 of our efforts to try to increase the

25 legal representation that we have asked

1 to make the numbers grow. Again, that
2 was a pilot program with a small amount
3 of resources behind it. If we had more
4 resources and more legal services, we
5 can get more done.

6 COUNCILMAN THOMAS: So
7 approximately how many tangles do you
8 untangle -- how many -- I'm sorry.
9 Approximately how many tangled titles do
10 you address in a year?

11 MS. YELVERTON: So it has been
12 only one year with minimal outreach
13 effort, and we have done 15
14 applications.

15 COUNCILMAN THOMAS: So if my
16 memory serves me correctly, it's been
17 communicated that we have over 10,000
18 tangled titles, and I'm understanding
19 that this is one of your signature
20 programs, and you addressed 15 tangled
21 titles?

22 MS. YELVERTON: Councilperson
23 Thomas, yes, because it is a complex
24 issue and it requires time and effort.
25 There are cases that are in the works

1 that are long and that's why they are
2 not included in these statistics. But
3 again, we have cases that are
4 outstanding because there's so many
5 layers. There are four and five
6 generations that need to be probated
7 before we can get where we need to be.

8 COUNCILMAN THOMAS: Thank
9 you --

10 REGISTER GORDON: And that
11 takes legal expertise. We need
12 attorneys. Some of the programs that
13 are funded to assist and legal
14 assistance, they do not have the
15 capacity. They're not -- it's not our
16 job to untangle the title. What we're
17 trying to do is I started a program just
18 to address people who could not afford,
19 people who could not afford the fee. So
20 my contribution to assisting in this
21 problem was to make sure that we would
22 not -- I'm sorry, we would defer the
23 fees. And then we partnered with Jim
24 Leonard so he waived the fees.

25 The cost per tangled title, you

1 can't put a cost or a time. It's not
2 like, okay, you need to do this -- it's
3 10,000 of them, you need to do 1,000 a
4 year. You cannot put a time constraint
5 or a cost constraint because you don't
6 know how many layers.

7 A lot of the tangled titles you
8 can just -- it's not just one
9 generation. It's five generations.
10 That means you have to go find people
11 that are in jail, notify all they kids,
12 get renunciations from layers and layers
13 and layers. We need attorneys. It's
14 never going to be a lot unless we fund
15 the program. That's why we're here.

16 We're here to primarily, my job
17 as the Register of Wills is to validate
18 the wills, collect the inheritance tax,
19 probate estates, issue marriage
20 licenses. I have taken an initiative
21 because the City right now, we are in
22 the process of our citizens losing their
23 property, so we're trying to get the
24 legal help to them, Councilman. So you
25 can't measure it like that because you

1 don't know, each house, each property
2 has problems and problems and it's going
3 to cost a lot of money for the
4 attorneys.

5 We need money to be funded so
6 attorneys will be able to get paid
7 because they are not going to volunteer
8 for all of this. So that's why we were
9 asking for additional funding. So when
10 we notify people about the danger of
11 losing their property and we get the
12 influx of calls, we need to be able to
13 accommodate them so they won't be
14 frustrated and say that the elected
15 officials aren't doing anything for
16 them. So I need staff so when that
17 senior citizen calls, we need to have
18 clerks there.

19 We also are going to have
20 paralegals there so they can answer
21 legal questions, because if you're not
22 a -- our staff, we're not there to
23 answer legal questions. And this
24 problem that we're having there, it's a
25 very technical legal process and we need

1 to fund the program, and that's just a
2 part of -- my office is just a part of
3 it because our offices, one week they're
4 going to send or the first office they
5 need to contact so they can at least get
6 the information so they can say, oh,
7 wow, I'm in a tangled title, this is an
8 office that can help me, but now I don't
9 have the money, I don't have the money
10 to get an attorney. So if we want to
11 help these people, we're going to have
12 to find attorneys to do it. That's why
13 we're asking for funding and asking you
14 all to fund the tangled title program.

15 COUNCILMAN THOMAS: So, Council
16 President, I heard the bell. Can I --

17 COUNCIL PRESIDENT CLARKE: No,
18 go ahead. Go ahead. If you wanted to
19 follow up, go ahead, Councilman.

20 COUNCILMAN THOMAS: So if we
21 were to provide you with the funding
22 that you're asking for, what type of
23 increase would we see as it relates to
24 the number of tangled titles we would
25 have in a year? I mean I get it, it's a

1 complex system. But at the end of the
2 day on the government side of things, we
3 need quantitative data.

4 So if we were to provide the
5 125 to 250,000, the extra funding that
6 you're asking for, what could we expect
7 to see as it relates to how this issue
8 would be addressed moving forward
9 quantitatively?

10 REGISTER GORDON: Well, we
11 can't tell you what to expect because
12 it's a new program. We don't know how
13 complex the cases are. I don't know if
14 they going be all easy cases that come
15 to us and ask for assistance, all hard
16 cases. We don't know if the legal --
17 because we don't -- they have to -- the
18 legal, the lawyers have to come and put
19 the application in to us so we can
20 untangle it. So it's hard to put in
21 quantity.

22 Maybe, Erald, you can put it in
23 quantity for the Councilperson.

24 COUNCILMAN THOMAS: With all
25 due respect, I just don't think it's

1 appropriate to come to Council to ask us
2 for an increase in funding for a
3 particular initiative and not be able to
4 communicate to us what could we expect
5 as it relates to outcomes on that
6 initiative. I don't think that's --

7 MS. YELVERTON: May I answer
8 again. I'm sorry. I didn't introduce
9 myself. My name is Karima Yelverton and
10 I'm one of the solicitors for Register
11 Gordon. With the increase in funding,
12 we hope to have a staffed unit that
13 would allow us to take the qualitative
14 type data that you're asking for,
15 Councilperson Thomas.

16 We are already compiling
17 spreadsheets indicating the types of
18 calls we're receiving and who are we
19 helping and what they're asking for.
20 Because again, we have seen an increase
21 in calls, but it's a twofold problem.
22 It's a lack of education and a lack of
23 legal resources.

24 So we're addressing the lack of
25 education problem just by each one teach

1 one getting the word out when we do
2 community events. But it's harder for
3 us to address the legal services problem
4 because we ourselves as well cannot
5 provide the legal services. So we are
6 trying to keep track of these issues so
7 we can see how this problem is being
8 addressed.

9 Councilperson Thomas, the
10 tangled title fund has been in existence
11 for more than 20 years to deal with this
12 same issue. This is not a new issue.
13 We've known about it. The Register has
14 just brought more awareness and
15 attention about it. And, yes, it's only
16 been 15, but we see that as a change and
17 we see that as growth in the right
18 direction.

19 COUNCIL PRESIDENT CLARKE:
20 Thank you.

21 COUNCILMAN THOMAS: Thank you.
22 I appreciate that information. I mean,
23 I'll close out with this, I just think
24 that it's difficult for us to be able to
25 sit here and see that we want to see an

1 increase to provide the legal support
2 that we all know is needed, and I think
3 that that's very important to provide
4 that legal support. But I think that
5 there should be some level of
6 accountability and some level of
7 expectation as it relates to what the
8 outcomes will be if we were to grant
9 those dollars.

10 I do have other questions, but
11 I'm just going to put them in writing.
12 I'm hoping to get some type of follow-up
13 as it relates to the number of people
14 that were laid off during the pandemic,
15 and I'll put the rest of my questions in
16 writing.

17 Thank you, Council President.

18 MS. YELVERTON: Thank you.

19 COUNCIL PRESIDENT CLARKE:

20 Thank you, Councilman.

21 Chair recognizes Councilwoman
22 Quinones-Sanchez.

23 COUNCILWOMAN QUINONES-SANCHEZ:

24 Thank you, Council President.

25 Thank you, Register Gordon. I

1 know that --

2 COUNCIL PRESIDENT CLARKE:

3 Councilwoman, your volume is extremely
4 low. Can we turn up her volume?

5 COUNCILWOMAN QUINONES-SANCHEZ:

6 Can you hear me now?

7 COUNCIL PRESIDENT CLARKE: Much
8 better.

9 COUNCILWOMAN QUINONES-SANCHEZ:

10 Thank you. So I also want to thank you
11 for bringing these issues to light, and
12 I know the legal question or the legal
13 funding is not directed at you but
14 Community Legal Services, VIP and
15 others. And I know there's a lot of
16 work being done because there is a
17 commitment by Council to fund the legal
18 aspect.

19 I wanted to first talk about
20 one of the issues that we're facing as
21 it relates to the cost per case and us
22 getting to a number. Your program,
23 which again you piloted based on what
24 you have the ability to do, can you
25 speak to and put on the record why you

1 have to defer fees versus waiving them
2 as the Record Department does because I
3 think it's an important component. And
4 I know Councilman Jones was talking a
5 little bit about the state relationship.
6 Can you put that on the record as to why
7 you have to defer and you cannot waive
8 fees associated with this issue?

9 REGISTER GORDON: Emilio, can
10 you explain?

11 MR. DiGREGORIO: Yes,
12 Councilmember Sanchez. As a County
13 office, we have court fees that are
14 included in our probate fees that were
15 obligated to pay for the state and
16 collect. So with that, we devised this
17 program to be more of a bridge to get
18 people to where they need to gain access
19 to an asset. Sometimes the assets are
20 worth upwards of \$200,000, \$250,000. So
21 once they gain the access to the asset,
22 they do have the ability to fulfill
23 those obligations that we've given them
24 the opportunity to access.

25 People who are in destitute and

1 cannot pay fees, we do have a former
2 (inaudible) option where fees will be
3 totally waived if that is necessary. So
4 we felt that this was an appropriate
5 measure to take when individuals are
6 gaining access to assets.

7 COUNCILWOMAN QUINONES-SANCHEZ:

8 What is the average cost of some of
9 these state fees associated with the
10 tangled title issue? What's the
11 average?

12 MR. DiGREGORIO: A basic estate
13 can start at \$400 and a complicated
14 estate with multiple levels of
15 generations can get upwards of \$1,000 to
16 \$1500.

17 COUNCILWOMAN QUINONES-SANCHEZ:

18 Okay. Thank you. Thank you, Council
19 President.

20 And just wanted to put on the
21 record that this work is going to be
22 increased. There is a real commitment
23 by Council to ensure that we can get
24 lawyers to get engaged in this process.
25 But I just want to be clear that some of

1 this fee situation will become a factor
2 as we look to ramp up this activity with
3 our other partners, and we need to make
4 sure that that is part of or
5 incorporated if we really do want to
6 tackle that \$10,000 number in a very
7 aggressive way. Thank you, Register
8 Gordon, for your work and I look forward
9 to working with you on these issues.

10 Thank you, Council President.

11 REGISTER GORDON: Thank you.

12 COUNCIL PRESIDENT CLARKE:

13 Thank you, Councilwoman.

14 Just to follow up on that
15 question with respect to deferment of
16 the various fees as it relates to
17 probate, what's the process? And I
18 understand it is a mandate because you
19 are a County office and a state mandate.
20 What's the process and what level of
21 success do you either anticipate or have
22 had in terms of collecting those
23 deferred fees? Who's responsible for
24 that? Is it your department or is it --

25 REGISTER GORDON: Yeah. And we

1 just had a tangled title. They sent us
2 a check. One of our tangled titles sent
3 us a 400-and-something-change check.
4 And other ones, we don't put any
5 penalties on them. We don't come after
6 them. The only time we want to collect
7 our fees is if they decide to sell the
8 property. If they are going to live in
9 there generation after generation, we
10 don't come after those fees.

11 COUNCIL PRESIDENT CLARKE:

12 Okay. So it's deferred into the change
13 of title basically?

14 REGISTER GORDON: Yes. Yes.

15 COUNCIL PRESIDENT CLARKE: I
16 didn't know if there was a timeline
17 established by the state to collect
18 those fees.

19 REGISTER GORDON: Mm-mm. No
20 penalties, no interest, anything. If
21 they're staying forever and pass it down
22 to family, you know, when it transfers
23 over, then we ask to collect our fees.

24 COUNCIL PRESIDENT CLARKE:

25 Okay. Thank you.

1 Chair recognizes Councilman

2 Domb.

3 COUNCILMAN DOMB: (Muted).

4 COUNCIL PRESIDENT CLARKE:

5 You're on mute, Councilman.

6 COUNCILMAN DOMB: Thank you,

7 Council President.

8 Madam Register, I just have

9 some financial questions. I don't know

10 if you want to answer them or someone

11 from your team may want to answer them.

12 But what we've been hearing from several

13 departments in these hearings are labor

14 shortages across the board, not finding

15 enough people to fill a lot of

16 positions, whether it's police or other

17 departments are seeing labor shortages.

18 So I want to make sure I

19 understand your department. You have,

20 is it 54 full-time positions; is that

21 correct?

22 MR. DIKA: Currently we have

23 69. We're budgeted at 71. We took a

24 cut, a lot of positions, due to the

25 pandemic. So right now we are at 71 for

1 FY23, budgeted at 71. For FY23 we are
2 budgeted for 73 employees. We asked for
3 five and we only have received two so
4 far so --

5 COUNCILMAN DOMB: How many
6 vacancies right now?

7 MR. DIKA: Vacancies I don't
8 have that off the top of my head, but I
9 can get that to you. I believe there's
10 a couple of positions vacant at this
11 point. But we'll check with HR unit and
12 provide that information.

13 COUNCILMAN DOMB: When you say
14 a couple, are you talking about 3, 5,
15 10, any idea?

16 MR. DIKA: I believe it's maybe
17 3 or 2, something like that.

18 COUNCILMAN DOMB: Okay. And
19 then just to my knowledge, we're asking
20 for more positions but we currently have
21 vacancies. Wouldn't it be best to try
22 to fill those positions before we add
23 more positions?

24 MR. DIKA: Yes. So we are in
25 the process for filling the positions

1 for the units that require the
2 positions. A lot of employees are
3 chipping in and helping out with the PDI
4 program, but they have their own
5 positions to attend to, probate and
6 marriage. So we need resources. We
7 can't just be pulling resources from one
8 unit to help with this legal work. The
9 nonexpertise is there.

10 COUNCILMAN DOMB: Okay.

11 REGISTER GORDON: The positions
12 that we're asking for, for the PDI is --
13 these are technical. They have to be
14 paralegals, attorney. They have to have
15 some legal experience and background.
16 It's very -- it's not just we're just
17 like hiring clerks. We were asking to
18 hire another attorney. We're asking to
19 hire paralegals to help with this
20 program with the tangled titles. And I
21 think a few vacancies that we have is
22 just -- they're not budgeted for a
23 lawyer.

24 COUNCILMAN DOMB: And so, the
25 vacancies you have now of the vacancies

1 you have available, give me in the
2 pecking order of the highest level
3 vacancy you have, for example. What
4 would that be for position?

5 MR. DIKA: So --

6 REGISTER GORDON: I have to
7 look that up. Yeah, go ahead.

8 MR. DIKA: So we have the
9 Executive Assistant and we have the
10 Chief of Staff. The funding was
11 dedicated to hire additional positions
12 and contract increases to help the
13 office to address racial disparities
14 throughout the Register of Wills that
15 was being neglected for generations by
16 the previous administration. So the
17 funding was dedicated towards that.

18 Other vacancies, we have a
19 probate clerk that resigned from her
20 job. She went somewhere else. So we
21 are in the process of hiring that. And
22 we have community outreach jobs that
23 were vacated, so we filled those
24 vacancies technically. So given the
25 level of our appropriations that we

1 started the fiscal year with, we were
2 not fully funded to cover all the
3 vacancies technically.

4 COUNCILMAN DOMB: Let me just
5 make sure I understand the pecking
6 order. Madam Register, you're in charge
7 of the whole department I would assume,
8 right? And who's underneath you? Are
9 any of those positions vacant or are all
10 those all filled?

11 REGISTER GORDON: Those are
12 filled.

13 MR. DIKA: Well, the positions
14 that are filled are the respective
15 leaderships to the office. We have the
16 staff funding that was technically the
17 second in charge for the entire Register
18 of Wills. That funding was dedicated to
19 racial disparities through the office
20 and then hire other individuals that --

21 COUNCILMAN DOMB: How long has
22 that position been open for?

23 MR. DIKA: Well, we have
24 delayed that position for almost eight
25 months since the previous Chief of Staff

1 person resigned.

2 COUNCILMAN DOMB: Okay. Any
3 reason why you would delay that
4 position?

5 MR. DIKA: To address racial
6 disparities in the office that were
7 neglected through generations
8 technically.

9 COUNCILMAN DOMB: Why would you
10 delay hiring for that? It seems like an
11 important position.

12 MR. DIKA: We did interview for
13 the position itself. We didn't find the
14 candidate that would suit that position
15 throughout the fiscal year. So no
16 decision was made, so we addressed
17 another issue that was neglected within
18 the office.

19 COUNCILMAN DOMB: This seems
20 important in today's day and age that
21 that position should be filled. It's my
22 opinion. One last question or just a
23 comment I want you to think about. In
24 looking at your budget, it looks to me
25 like 92 percent of your budget is

1 roughly for labor.

2 And my question to you is who
3 on the staff is looking at technology to
4 determine how we can become more
5 efficient, deliver better service, save
6 money to the residents of the City? Is
7 there someone on your staff who is
8 technology-oriented to look at those
9 options?

10 REGISTER GORDON: Yes. Emilio.

11 MR. DiGREGORIO: Yes,
12 Councilman Domb. I'm tasked for the
13 technology side of things for the
14 Register of Wills and we're working with
15 OIT to kind of formulate new systems,
16 new work flows to better raise the
17 efficiency to our operation.

18 In our budget we have allocated
19 money towards replacing our Legacy
20 software system. And with that, we're
21 hoping to have a more efficient workflow
22 process and for it to coincide directly
23 with the City's imaging database and
24 really have a full scale modern
25 operation with respect to that.

1 COUNCILMAN DOMB: Have we
2 looked at other cities across the
3 country to figure out best practices?

4 MR. DiGREGORIO: We have gone
5 to other counties in the state of
6 Pennsylvania to see what kind of
7 operations they're running. And
8 basically with the other counties, each
9 administration upon entering replaces
10 their entire system. The surrounding
11 counties that we went to, our system
12 right now is comparable, if not better,
13 to the systems that are in place. We're
14 lacking on the accessibility side for
15 external customers, e-pay, e-records,
16 which we're introducing in our next
17 fiscal year. So that's the only side
18 we're lacking compared to other
19 counties.

20 COUNCILMAN DOMB: Okay. Last
21 question, we are also looking at other
22 cities I assume the size of
23 Philadelphia?

24 MR. DiGREGORIO: We have looked
25 at the New York counties that are

1 operating, and it's hard to make apples
2 and apples with New York because the
3 population is just so dramatic. Some of
4 the software vendors they deal with just
5 the maintenance calls. There's more
6 than our entire allocated budget.

7 COUNCILMAN DOMB: Okay. Well,
8 thank you for your answers today. Thank
9 you for all the work you're doing and
10 appreciate it, and that concludes for
11 me.

12 So thank you, Council
13 President.

14 REGISTER GORDON: And,
15 Councilman Allan Domb, you would also be
16 happy to know that we are now doing
17 virtual hearings for the attorneys which
18 is a cost savings to not only attorneys
19 but their constituents. Now, they're
20 opting because of COVID to hold our
21 hearings so we're holding them faster
22 and they're able to not even have to
23 come from out of the counties to have
24 to, you know, provide their testimony.
25 So we're doing pretty good in that sense

1 as well.

2 COUNCILMAN DOMB: Okay. Thank
3 you. Sounds good. Thank you.

4 COUNCIL PRESIDENT CLARKE:
5 Thank you, Councilman.

6 Are there any additional
7 questions for the Register?

8 (No response.)

9 COUNCIL PRESIDENT CLARKE:
10 Don't see any. Register, your team,
11 thank you very much for your testimony.
12 I know there's a couple of items that
13 you need to get back to Councilmembers
14 with respect to the requests. So as
15 soon as you can get those back to us,
16 the better so we can deal with the
17 conclusion of our budget process. Thank
18 you very much for your testimony.

19 REGISTER GORDON: Thank you.
20 Thank you for having me.

21 COUNCIL PRESIDENT CLARKE:
22 Thank you for your work.

23 Mr. McDermott, next up is?

24 THE CLERK: The next witness to
25 testify is City Controller Rebecca

1 Rhynhart.

2 COUNCIL PRESIDENT CLARKE:

3 Thank you very much.

4 CITY CONTROLLER RHYNHART: Good
5 after -- I guess it's good morning
6 still.

7 COUNCIL PRESIDENT CLARKE: So
8 with that, I want to thank you for your
9 attendance. You can just state your
10 name for the record and proceed with
11 your testimony.

12 CITY CONTROLLER RHYNHART:
13 Great. Thank you, Council President
14 Clarke and members of City Council.
15 It's great to be here today. I am City
16 Controller Rebecca Rhynhart and I'm
17 pleased to provide testimony on the
18 Office of the City Controller's Fiscal
19 2023 operating budget.

20 The City Controller is the
21 fiscal watchdog and chief auditor for
22 the City of Philadelphia and the
23 financial auditor for the School
24 District. The Office's mission is to
25 promote the efficient and effective

1 operation of City government so that it
2 can best serve all of its residents.

3 The Office seeks to achieve its
4 mission by identifying cost-savings,
5 recommending best practices and
6 modernizations exposing waste fraud and
7 abuse. Under my leadership, the Office
8 has completed our Charter-mandated
9 audits, including the report on City
10 departments, the City and School
11 District reports on internal controls,
12 the city-wide and School District annual
13 and comprehensive financial reports and
14 School District and single City audits,
15 among others. My office also continues
16 to monitor City payments to ensure
17 contractual compliance before payments
18 are issued as required under the Charter
19 and conducts investigations based on
20 tips and in conjunction with law
21 enforcement.

22 Additionally, my office has
23 conducted performance audits such as our
24 report on the Department of Behavioral
25 Health, and we have released data,

1 analysis and reports on issues of
2 importance to the people of our City,
3 like gun violence, on-time trash
4 collection rates, prison conditions and
5 asbestos projects in our schools. In
6 the coming months, my office will
7 release a special audit of the Police
8 Department spending, including looking
9 at resources and staff deployment, and
10 my office will also be auditing the
11 Medical Examiner's Office which will
12 include handling the remains of the MOVE
13 bombing victims. We expect to release
14 the police spending analysis this June
15 and the Medical Examiner's performance
16 audit will be released later this
17 summer.

18 For Fiscal 2023, the Mayor's
19 Administration has proposed an operating
20 budget of 10.7 -- well, 10.8 million for
21 my office. This is an increase of
22 \$442,960 in Class 100 funding, which
23 covers the cost of the wage increases
24 and bonuses that were given to City
25 employees, all City employees, as well

1 as restores the previous budget cut to
2 fill vacant positions in my office.

3 Over the last year, my office
4 has proudly partnered with members of
5 this body working on gun violence
6 reduction initiatives, quality-of-life
7 improvements, data releases and special
8 audits. I want to acknowledge the good
9 work of City Council for fighting for
10 Philadelphians year and year. And I
11 want to thank City Council for providing
12 my office with the necessary funding to
13 complete our duties and live up to our
14 mission. Thank you so much and I'm
15 happy to answer any questions you have
16 at this time.

17 COUNCIL PRESIDENT CLARKE:
18 Well, thank you. Thank you very much.
19 And thank you for your summarized
20 testimony. We appreciate it.

21 I got a couple of questions.
22 In the budget detail, you have listed
23 135 budgeted positions, and maybe this
24 has been updated, but as of November
25 2021 you only have 116 positions filled.

1 Can you tell us what that's about? Is
2 it a challenge as it relates to finding
3 individuals or exactly what's the story
4 with that?

5 CITY CONTROLLER RHYNHART:

6 Sure. So part of that is we delayed
7 hiring when we took the budget cut when
8 the pandemic hit, and that was partially
9 restored last year but not fully
10 restored. But we are also like many
11 departments across the City facing
12 hiring challenges. We are hiring and we
13 continue to hire, but we have faced some
14 hiring challenges with our auditor
15 positions as many other departments have
16 as well.

17 COUNCIL PRESIDENT CLARKE: All
18 right. How are you marketing or
19 soliciting the --

20 CITY CONTROLLER RHYNHART:

21 Sure.

22 COUNCIL PRESIDENT CLARKE: I
23 know we had a lengthy conversation with
24 the HR Director primarily discussing
25 being able to hire police and people in

1 corrections. What's your position in
2 trying to get people on board,
3 particularly auditors because you know
4 that's a somewhat specialized position?

5 CITY CONTROLLER RHYNHART:

6 Absolutely. I'll have my First Deputy
7 Kellen Win -- Kellen White to take this
8 one. We have been putting a lot of
9 emphasis on this.

10 COUNCIL PRESIDENT CLARKE:

11 Madam Controller, it sounds like you
12 were getting ready to say Kellen
13 Winslow. I'm a sports guy.

14 CITY CONTROLLER RHYNHART: No,
15 I was -- I wasn't going to say Kellen
16 Win -- I don't know what happened.

17 COUNCIL PRESIDENT CLARKE: It's
18 been a while since he was in the league,
19 so you're dating yourself on that one if
20 that's what you were --

21 MR. WHITE: Council President,
22 I was named after Kellen Winslow so
23 there you go. So for our recruiting,
24 this is the emphasis we put on when we
25 first came into the office as an effort

1 to diversify among our auditors. So we
2 expanded the scope of the colleges and
3 universities that we recruit from. So
4 we do all the Philadelphia universities,
5 all the local HBCUs that have auditing
6 programs and we do outreach to pretty
7 much any place that we feel like is
8 drivable to Philadelphia, so that if a
9 student is staying at University of
10 Delaware who might be interested in
11 becoming an auditor, we go that route.

12 We also post our union tests
13 because most of our employees are union,
14 so we do have some people from other
15 departments who apply. What we're
16 finding now with the job market is you
17 have a lot of people who will go through
18 the test and then they come out the
19 other end. And then as you go through
20 the process, fewer and fewer people show
21 up to the next round mostly because of
22 the job market. So always open to ideas
23 about how to recruit more, but we have
24 changed some of the things that we do to
25 also incentivize our employees to get

1 the needed advanced degrees for
2 promotion so that some of our
3 supervisory positions are open, we can
4 more easily backfill with our current
5 stock replace.

6 COUNCIL PRESIDENT CLARKE:

7 Good. PICA, PICA is scheduled to expire
8 as you know in 2023. And still not
9 clear what the status of the legislation
10 in Harrisburg is and we've asked a
11 couple of questions. What's your
12 perspective on the possible expiration
13 or extension of the PICA legislation?

14 CITY CONTROLLER RHYNHART: You
15 know, that's a good question. In terms
16 of PICA -- I mean, PICA provides a lot
17 of good financial tools and it also
18 embedded in the PICA legislation is the
19 1.5 percent wage tax, which as you know
20 the City's budget is dependent on. So I
21 think that after 20 years with PICA
22 oversight, I understand the argument
23 that maybe we don't need PICA because we
24 should be able to govern ourselves if we
25 have that rigor financially perhaps

1 through City Council requiring certain
2 multi-year plans. But at the same time,
3 PICA has provided a good oversight and
4 structure.

5 So I think that to me the most
6 important thing is to figure -- is to
7 remove the uncertainty. So either if
8 PICA is getting renewed, then it just
9 needs to be renewed as quickly as
10 possible so that the uncertainty around
11 the City's budget in the outyears is
12 mitigated, so that would be my position.

13 I mean, I'm open to more
14 conversation around it. I do know that
15 there's been a lot of talk around the
16 topic. I had a conversation about it
17 yesterday, so I would be happy to talk
18 more about it.

19 COUNCIL PRESIDENT CLARKE: I'm
20 not sure you answered my question.

21 CITY CONTROLLER RHYNHART:
22 Sorry. You asked --

23 COUNCIL PRESIDENT CLARKE:
24 What's your position?

25 CITY CONTROLLER RHYNHART: My

1 position, so my position has evolved
2 somewhat. I think my position started
3 by I felt a few years ago that we really
4 shouldn't need PICA because we've been
5 with state oversight for 20 years and we
6 should be about local control. However,
7 if everyone was lined up to get it
8 approved and there's legislation and
9 everything looked like it was moving
10 along, then I'm fine with that. So I
11 really just feel honestly it's one
12 of those --

13 COUNCIL PRESIDENT CLARKE: You
14 have not been shy in your public
15 history. This is before us hopefully
16 soon one way or another. Like you said,
17 if it's going to happen, let's get it
18 over with. So --

19 CITY CONTROLLER RHYNHART:
20 Okay.

21 COUNCIL PRESIDENT CLARKE: --
22 you're an integral part of this whole
23 conversation around PICA obviously by
24 virtue of your office. Do you support
25 the extension or do you not support the

1 extension?

2 CITY CONTROLLER RHYNHART: I

3 think --

4 COUNCIL PRESIDENT CLARKE: If

5 you haven't made up your mind yet,

6 that's an answer.

7 CITY CONTROLLER RHYNHART: I

8 think the important thing is to either

9 get it passed, this bill passed so that

10 PICA is extended or we say, okay, we're

11 not going to extend PICA, then we have

12 to extend the 1.5 sales tax through City

13 Council and do the rigor. So honestly I

14 think the most important thing is to fix

15 the uncertainty around it so --

16 COUNCIL PRESIDENT CLARKE: Fix

17 the uncertainty by making a decision.

18 CITY CONTROLLER RHYNHART:

19 Yeah. So I'm fine with -- I said I'm

20 fine with the legislation.

21 COUNCIL PRESIDENT CLARKE: So

22 you're good with the extension?

23 CITY CONTROLLER RHYNHART: Yes,

24 I'm fine with it. I'm not going to, you

25 know. I'm fine with it, yeah.

1 COUNCIL PRESIDENT CLARKE: I'm
2 just trying to, you know.

3 CITY CONTROLLER RHYNHART:
4 Ideologically I guess where I got --
5 where I felt a little because
6 ideologically at the beginning I felt
7 that the City should be grown up from
8 having oversight ideologically. But I'm
9 fine with the legislation and the
10 extension.

11 COUNCIL PRESIDENT CLARKE:
12 Okay. Cool.

13 CITY CONTROLLER RHYNHART:
14 That's a long answer.

15 COUNCIL PRESIDENT CLARKE:
16 Yeah, I know.

17 CITY CONTROLLER RHYNHART:
18 Sorry. I got there. I got there.

19 COUNCIL PRESIDENT CLARKE: All
20 right. Parking Authority --

21 CITY CONTROLLER RHYNHART:
22 Mm-hmm.

23 COUNCIL PRESIDENT CLARKE: In
24 your role, do you believe you have the
25 role to audit the Parking Authority?

1 CITY CONTROLLER RHYNHART: Yes,
2 I have -- my office has the ability to
3 audit the on-street parking revenue of
4 the Parking Authority, which we did a
5 few years ago.

6 COUNCIL PRESIDENT CLARKE:
7 Right. Okay. And is it by request
8 or -- because I know at one point there
9 was a conversation around that, and the
10 issue had to do with whether or not
11 there was enough money, who was going to
12 pay for it. And I know in your role as
13 the City Controller you have a budget
14 that allows you to audit even us, right,
15 you --

16 CITY CONTROLLER RHYNHART: Yes.

17 COUNCIL PRESIDENT CLARKE: --
18 have a number of various departments in
19 your role and responsibility. In terms
20 of the Parking Authority, is there any
21 audit of the Parking Authority's
22 onstreet responsibilities, wishes done
23 based on the contract, although it's
24 been changed by Harrisburg. It's more
25 of a mandate now as opposed to a

1 contract with the City. Is it the
2 process or practice that you do an
3 annual audit or upon request exactly? I
4 know they have new leadership over there
5 so now maybe we can get a better sense
6 of what's actually going on over there
7 to get information on the person that's
8 no longer there.

9 CITY CONTROLLER RHYNHART: The
10 Parking Authority, there's an issue with
11 the -- and I have said this publicly
12 with the accountability and transparency
13 around the authority. So we did a
14 special audit, my office did a special
15 audit. The Parking Authority does have
16 an annual audit done.

17 I felt very strongly that we
18 needed to do that special audit several
19 years ago to take a deep look at how the
20 Parking Authority compared to other
21 entities with staffing and salaries and
22 operations given that the money, as you
23 know excess money goes to the School
24 District after the required amount flows
25 to the City.

1 So we found some significant
2 issues with really lack of
3 accountability because the Parking
4 Authority doesn't need to go in front of
5 City Council to explain its budget or
6 the state legislature and various other
7 things. So those issues are hard to fix
8 because of you need the majority -- in
9 order to change those things, you need
10 the majority of the Board members to
11 vote to give away their power. My
12 office at any point could say we're
13 going in to conduct another special
14 audit of the on-street operation. And
15 it's -- I mean, there are problems
16 definitely. I think that we'll continue
17 until there's more accountability in the
18 structure.

19 COUNCIL PRESIDENT CLARKE: All
20 right. Okay. So if there was a request
21 or you obviously can do it without any
22 request, but if there was a request to
23 kind of look at the books, particularly
24 since there's new leadership so we can
25 get an accurate count of how much

1 revenue is actually being generated or
2 if the revenue being generated is
3 causing them to staff up to a level that
4 we never reach that threshold where they
5 actually have to put money in the School
6 District budget. They never get there,
7 and now they're actually suggesting that
8 the School District actually owes them
9 money, which is pretty bizarre.

10 CITY CONTROLLER RHYNHART:

11 Yeah.

12 COUNCIL PRESIDENT CLARKE:

13 Okay. All right.

14 CITY CONTROLLER RHYNHART: If
15 you want -- our office is always open to
16 requests from City Council, especially
17 on issues of importance. So if there is
18 a special request, then we could
19 definitely and sort of prioritize that
20 request as we go through our planning
21 for the next cycle of audits.

22 COUNCIL PRESIDENT CLARKE:

23 Okay. All right. Thank you.

24 CITY CONTROLLER RHYNHART:

25 Sure.

1 COUNCIL PRESIDENT CLARKE:

2 Thank you.

3 Chair recognizes Councilman

4 Jones.

5 COUNCILMAN JONES: Mr. White,

6 call me. On the recruitment side, call

7 me.

8 MR. WHITE: We will definitely

9 call you.

10 COUNCILMAN JONES: Thank you so

11 very much. I just want to acknowledge

12 the good work your office does. It

13 gives a different perspective to

14 operations within the City government.

15 Sometimes people don't necessarily want

16 to -- it's like going to the doctor.

17 Nobody wants to hear some of the news

18 that doctor has. But maybe just maybe

19 if we adhere to some of it we will get

20 healthier, so I look at it that way.

21 One of the areas, and I had

22 this conversation with your staff, is as

23 Chair of Public Safety and dealing with

24 criminal justice reform and other

25 issues, we need to take a look at the

1 process by which we are doing closure
2 rates within our cases. And I think if
3 we dig down based on the 100 Shooter
4 Review, which your office was
5 instrumental in providing good
6 information, we'll find that witness
7 protection, witness relocation is an
8 essential part of justice or the lack
9 thereof.

10 Currently, we have to grow that
11 witness protection, witness relocation
12 portion exponentially. We do not have
13 enough safe havens. We do not have
14 enough revenue for all of the potential
15 witnesses and their families that we
16 need to relocate. It would be helpful
17 to us if a pair of fresh eyes or several
18 dozen fresh eyes from your office kind
19 of took a look at that to see how we
20 could do things and what are some of the
21 best practices done in other cities.

22 So --

23 CITY CONTROLLER RHYNHART:

24 Mm-hmm.

25 COUNCILMAN JONES: -- I was

1 interested in some type of swap with HUD
2 on witnesses that might be placed in
3 other cities, that we use HUD housing as
4 a base of that relocation effort. And
5 then after a period of time, sell the
6 houses and start all over with other
7 houses so that people didn't kind of get
8 used to one house location as a place to
9 deposit witnesses. But I'd like to
10 engage an audit on how we look at
11 closures of cases just like you would
12 any other production within any other
13 department to be able to say how do we
14 deal with that critical issue in a way
15 that makes our citizens safer and makes
16 those witnesses, those brave witnesses
17 often, that come forward safer.

18 CITY CONTROLLER RHYNHART:

19 Mm-mm, absolutely. I think I heard that
20 fear and that issue has been
21 communicated to me among people that are
22 relocated for maybe a week or two while
23 they're testifying by the DA's Office or
24 the Managing Director's Office, but then
25 they're put back in two weeks which

1 doesn't help them in terms of their
2 protection. So I agree that it's
3 definitely something worth considering
4 to look at further and I would love to
5 talk to you offline about it, about what
6 our office can do.

7 COUNCILMAN JONES: I mean, it's
8 not like for lack of good will that it's
9 not happening.

10 CITY CONTROLLER RHYNHART:

11 Mm-hmm.

12 COUNCILMAN JONES: Even the
13 Sheriff's Office has voluntarily,
14 voluntarily used its staff to kind of go
15 to a place, move a person to a safe
16 haven. And so, everybody kind of has
17 the good intention of being a part of
18 it, but I really think we're at a point
19 if we're going to bring it to scale and
20 actually have an impact on that process,
21 we really need to kind of give it some
22 focused attention.

23 CITY CONTROLLER RHYNHART:

24 Mm-hmm, that makes sense. We need to
25 understand what it would look like if

1 you were to really do it right. That
2 makes sense. Let's definitely talk
3 about that.

4 COUNCILMAN JONES: The other
5 piece is that we've put a lot of
6 investment into grassroots remedies to
7 address the violence issue. I've always
8 said in my life here in government, if
9 it ain't measured, it ain't managed.
10 And even though I went to public school,
11 I know that's broken English. But it's
12 still true that we have to look at what
13 we're doing in almost a cost accounting
14 way --

15 CITY CONTROLLER RHYNHART:
16 Mm-hmm.

17 COUNCILMAN JONES: -- to see --
18 I couldn't tell you if a program I may
19 like instinctively, intuitively is
20 actually reducing the level of gunshots
21 in a particular area. Somehow we have
22 to set up a way to look at dollars in,
23 results out. And I just think those two
24 things hopefully on the other side of
25 the ledger are still very important,

1 whether we're talking about making
2 witnesses safe so that we can have
3 convictions or we're talking about
4 reducing the shooters at the other end.
5 Both of them kind of balance out what
6 needs to be done in this City. So I
7 would love to have your team take a look
8 at those two aspects of auditing and
9 offer up some suggestions.

10 CITY CONTROLLER RHYNHART:

11 Okay. Happy to do that. Let's keep
12 talking on it. I'll have my office look
13 at it.

14 COUNCILMAN JONES: Hey, Kellen,
15 call me. Take care, sir.

16 Thank you, Mr. President.

17 COUNCIL PRESIDENT CLARKE:

18 Thank you, Councilman.

19 Chair recognizes Councilman
20 Domb.

21 COUNCILMAN DOMB: Thank you,
22 Council President.

23 And good afternoon, Madam
24 Controller.

25 CITY CONTROLLER RHYNHART: Good

1 afternoon, Councilmember Domb.

2 COUNCILMAN DOMB: So I want to
3 follow up on Councilman Jones'
4 questions. And clearly, our number one
5 priority in Council and the
6 Administration and the City of
7 Philadelphia right now is to reduce the
8 violence and increase public safety in
9 the City. That's really the number one
10 issue by far.

11 And when our Council approved
12 the Fiscal Year '22 budget with
13 increased anti-violence spending, I know
14 your office put together a really good
15 dashboard and documentation that was
16 really helpful in making all of that
17 spending transparent. But for months
18 we've been asking the Administration,
19 and this goes along with what Councilman
20 Jones was referring to, to provide a
21 similar kind of transparency on the
22 performance goals and outcomes for the
23 Council approved anti-violence spending
24 that went out the door, I guess in early
25 Fiscal Year '22.

1 It's imperative though as
2 Council heads towards our vote on the
3 budget for '23 we know what kinds of
4 investments are having the real impact
5 that Philadelphians need. And I will
6 say this, I looked at -- other cities
7 across the country are utilizing their
8 academic experts, including Dallas, San
9 Antonio and others. In fact, Dallas in
10 the last six months has cut their
11 serious crime 50 percent with their
12 academic experts.

13 So to figure this out, we
14 really want to bring in academic experts
15 to help us understand what's working,
16 what's not, how we can work our anti-
17 violence spending more effective. So
18 that's why I asked you last week and I
19 wrote you a letter formally requesting
20 the Controller's office to conduct a
21 performance audit of our Anti-Violence
22 Community Expansion Grant program with
23 the assistance of an academic expert
24 advisory team.

25 And my question really is, is

1 that something you can do? Is that a
2 yes or a no? But we really would like
3 it to be a yes because we think this is
4 the most important thing we have right
5 now.

6 CITY CONTROLLER RHYNHART:

7 Thank you by the way for sending the
8 letter, and we are going through it
9 right now. So just for a sense of my --
10 what I know and understand about program
11 evaluation and what is sort of best
12 practice in this field is what you're
13 saying, to use people that are
14 professional, academics or other, but
15 people that are real professional and
16 that analyze the effectiveness of the
17 anti-violence work or really anything,
18 but anti-violence obviously is so
19 important right now, evaluate it with
20 rigor to see if it's working or is it
21 not with the goal of course just stop
22 funding what isn't working and just
23 scale up what is. My understanding --

24 COUNCILWOMAN QUINONES-SANCHEZ:

25 Point of information, Council President.

1 Council President, can I do a point of
2 information because I think this is an
3 important conversation.

4 COUNCIL PRESIDENT CLARKE:

5 Yeah. Chair recognizes Councilwoman
6 Sanchez for a point of information.

7 COUNCILWOMAN QUINONES-SANCHEZ:

8 Yeah. Thank you, Controller Rhynhart
9 and Councilman Domb, for this. I think
10 it's really important in the context of
11 how we are evaluating things that
12 there's a \$3.8 billion Health and Human
13 Services prevention budget and if we're
14 going to analyze the new programs, we
15 should do it in the context of also
16 analyzing what we're currently funding.

17 My concern is and I just want
18 to put it on the record, we decimated
19 the infrastructure of Black and Brown
20 organizations all throughout the City
21 and it's going to take us a couple of
22 years, right, to build that
23 administrative back office that they
24 need, and this focus on the new groups
25 without focus on legacy organizations to

1 me is very problematic and it doesn't
2 speak to equity and us really
3 re-aligning the City and what we're
4 doing as it relates to prevention.

5 So I just want to put that on
6 the record because I keep hearing it.
7 You can't decimate an infrastructure and
8 then build it in one year. At the same
9 time, we have historical legacy contract
10 providers who in the prevention space
11 that we haven't said what's your
12 evidence-based model, right, and what is
13 your return on investment.

14 Thank you, Council President.

15 COUNCIL PRESIDENT CLARKE:

16 Thank you, Councilwoman. Good point.

17 CITY CONTROLLER RHYNHART:

18 Councilwoman, yes, that was a great
19 point. On the question that Councilman
20 Domb is asking just on the anti-violence
21 work, what my office needs to do first
22 is get a handle on what the
23 Administration is doing. On program
24 evaluation we're going to probably put a
25 request into the Administration first

1 before we move forward with anything,
2 because really ideally this type of
3 program evaluation across all programs
4 and Councilmember Sanchez's comment,
5 absolutely everything should be
6 evaluated with rigor, including the
7 legacy spending which is much bigger
8 that typically would fall to the Mayor's
9 Administration.

10 With that said, I share your
11 extreme concern and urgency around this
12 issue of the violence in our City and
13 whatever my office can do, I want my
14 office to do. So with that, we'll be
15 back in touch in the coming days,
16 Councilman, with your office. But we do
17 want that one step in between which
18 shouldn't take more than a few weeks
19 just to go to the Administration to see,
20 just to get a sense of where they are,
21 if anywhere, before we move forward.
22 But we'll reach out and be talking to
23 you about it.

24 COUNCILMAN DOMB: And I would
25 just say this, Madam Controller, I'm

1 okay having our academic experts help us
2 in all areas, okay. I think that's the
3 benefit of a city like Philadelphia. We
4 have tremendously smart people in the
5 private sector that could be of
6 assistance to us, and especially our
7 institutions. But we know already that
8 this is working in other cities. And
9 when I read the Dallas security plan, it
10 was very interesting. I read it about
11 six months ago I think.

12 They talked about Philadelphia
13 in their plan, and they talked about
14 2011, 2012, 2013. They were talking
15 about Focused Deterrence and how
16 successful it was in Philadelphia and
17 how they were implementing that in
18 Dallas. And then they had this
19 criminologist from one of the
20 universities and they engaged the
21 academic experts there. Since April the
22 article said they have cut their serious
23 crime 50 percent.

24 And so, I'm just thinking even
25 if we can cut it 25, whatever number we

1 can cut it, it's worthwhile to engage
2 people who are probably a lot smarter
3 than we are and can help us.

4 CITY CONTROLLER RHYNHART:
5 Absolutely.

6 COUNCILMAN DOMB: Thank you
7 very much. Thank you, Madam Controller.
8 Thank you, Council President.

9 COUNCIL PRESIDENT CLARKE:
10 Thank you, Councilman.

11 Chair recognizes Councilman
12 Thomas.

13 COUNCILMAN THOMAS: Thank you,
14 Council President.

15 Good morning to our Controller
16 and to your entire team. Clearly, I
17 have a little bias being as though my
18 past work and some of the relationships
19 that I have over there, so I just want
20 to say thank you to you and to your team
21 for all the great work that you do and
22 thank you for maintaining your composure
23 during some tough questions already.

24 There's really tough issues
25 that we have to deal with, but I thank

1 you for taking the hard positions that
2 you have, especially when we're talking
3 about PICA and things like that because
4 those are really important issues that
5 will have an impact on the future of our
6 City.

7 I had a number of questions,
8 but my colleagues asked some of them
9 already --

10 CITY CONTROLLER RHYNHART:

11 Okay.

12 COUNCILMAN THOMAS: -- so I
13 really don't want to be repetitive,
14 Controller Rhynhart. So just a couple
15 of questions that haven't been addressed
16 yet, my first question is around the
17 police audit. Your office announced
18 that you will be doing an audit of the
19 Police Department. Commissioner Outlaw
20 was here yesterday for hours
21 communicating the importance of some
22 issues related to her budget. I'm not
23 sure if you heard her testimony. I know
24 you're very busy.

25 One of the things that I asked

1 her yesterday was the report that came
2 out around Heart & Lung. So we
3 received -- there was an article that
4 was written that talked about the abuse
5 of Heart & Lung. And while we do want
6 to make sure we're protecting officers
7 who've been hurt on the job, like any
8 place where we see some things taking
9 place that's not ideal, we want to try
10 to address those as well.

11 So if you can just take a
12 moment to talk about the audit that's
13 going to come from your office to the
14 Police Department, and specifically what
15 do you envision happening around some of
16 the concerns that's been communicated
17 around Heart & Lung leave of absence?

18 CITY CONTROLLER RHYNHART:

19 Thank you, Councilmember Thomas. I
20 appreciate the question. So the Heart &
21 Lung issues or really the abuse of Heart
22 & Lung or injured on duty provisions is
23 something that my office's audit is
24 looking at right now. And the audit is
25 looking at a whole wide range of issues

1 of how policing is done in Philadelphia,
2 staffing deployment and also leave
3 usage, so overtime, how injured on duty,
4 leave abuse because there definitely is
5 an issue. There definitely is an issue
6 with injured on duty use.

7 I don't want to prejudge the
8 audit by getting into the details, but I
9 will say that I think that it's policing
10 and how it relates to public safety and
11 the feeling of true safety for everyone
12 in our City I think is one of, if not,
13 the biggest challenge for governments
14 moving forward. And we can't just throw
15 money at it. What we need to do is say,
16 how is it working right now and what
17 changes need to happen and then what
18 dollars are needed to make it work in
19 the best way possible.

20 And so, that's my goal for this
21 audit of the Police Department, to
22 really say how do we change policing,
23 what is needed to ensure true safety
24 which the police, as I've seen your
25 great work on this topic, the police

1 hasn't always instilled a sense of
2 safety in everyone as you well know.

3 Now, I will say with that most
4 people join the police force to protect
5 and to serve and as in City government,
6 I think one of the biggest challenges
7 for leadership is to say how do we best
8 support policing to make everyone feel
9 safe, so that is the goal. That is the
10 goal of this audit and it is anticipated
11 to be out in June of this year.

12 COUNCILWOMAN QUINONES-SANCHEZ:
13 Point of information --

14 COUNCILMAN THOMAS: The --

15 COUNCILWOMAN QUINONES-SANCHEZ:
16 -- Council President Clarke.

17 COUNCILMAN THOMAS: Oh, I'm
18 sorry, colleague.

19 COUNCIL PRESIDENT CLARKE:
20 Chair recognizes Councilwoman Sanchez
21 for point of information.

22 COUNCILWOMAN QUINONES-SANCHEZ:
23 Again, this is such an important
24 conversation. I don't want to miss this
25 point particularly because the

1 Controller is going to dig deep into
2 this. It was clear in the discussions
3 at the Fiscal Stability hearing that we
4 had bad actor doctors who were complicit
5 in the work they were doing. How is
6 your audit going to address that?
7 Because for me, that's a theft of
8 services if they have been implicit in
9 some of the abuse that we have seen.

10 And I agree with you, I think
11 most police officers are professional,
12 they want to do a good job. The fact
13 that we haven't sanctioned anybody has
14 really created a morale issue in the
15 Police Department. And so, this audit
16 is hugely really important. But what,
17 if anything -- it's just like the opioid
18 challenge. Doctors did this, doctors
19 created the problem that we have at
20 Heart & Lung. So how are you going to
21 address that in the audit?

22 CITY CONTROLLER RHYNHART:
23 That's a great question and a very --
24 that's a very good question about how to
25 address the specific doctors, which I'm

1 not sure if that will be handled through
2 the audit or if that needs to be handled
3 separately with law enforcement.

4 So that is something,
5 Councilwoman or Councilmember -- what
6 I'll do on that is have my
7 investigations unit look into it with my
8 First Deputy, and we will get back to
9 you within the next week or so about
10 what we think the next steps are there
11 for that, because I had the same feeling
12 when reading the newspaper articles
13 around those doctors. So I think that
14 I'm more than happy to sort of dig into
15 that and circle back with you on it.

16 COUNCILWOMAN QUINONES-SANCHEZ:
17 Thank you.

18 Thank you, Council President.
19 Thank you, Councilmember, for the
20 indulgence.

21 COUNCIL PRESIDENT CLARKE:
22 Thank you, Councilwoman.

23 And just for the record, Madam
24 Controller, I know you know this, in
25 your auditing process if there is

1 anything that may reach to the level of
2 criminality, you have the authority to
3 do referrals to whatever law enforcement
4 entity that you think is appropriate.

5 CITY CONTROLLER RHYNHART:

6 Absolutely. Absolutely. Thank you,
7 Council President, for that, for adding
8 that. We definitely refer to law
9 enforcement whenever there's any
10 indication of criminality or even just
11 question any irregularity that we feel
12 needs to be looked at further. So thank
13 you for adding that.

14 COUNCIL PRESIDENT CLARKE:

15 You're welcome.

16 Councilman Thomas, we'll put
17 some time back on your clock, sir.

18 COUNCILMAN THOMAS: No, it's
19 fine, Council President. I only had one
20 more question. The Controller answered
21 two questions in one right there.

22 My remaining question, just for
23 clarity purposes, how much were you
24 asking for as it relates to your budget
25 increase and what can we expect as it

1 relates to outcomes that will be
2 different from your office if granted
3 the budget increase?

4 CITY CONTROLLER RHYNHART:

5 Sure. So the budget increase that's in
6 what was sent over in the Mayor's
7 proposed budget already, it's not on top
8 of that, just to make sure that that's
9 clear, but what's already in the Mayor's
10 proposed budget is an increase of
11 429,000, and that is for the wage
12 increases agreed to in the collective
13 bargaining agreements because the
14 majority of our workforce is unionized
15 and it's also to replenish the cut we
16 took when the pandemic hit, so that was
17 to allow us up to hire up to where we
18 need to be on auditors. So that is to
19 fill our Charter-mandated auditing
20 provision, we took a cut there. And it
21 couldn't be sustainable to continue that
22 level of cut, so that is being
23 replenished in the cut level.

24 COUNCILMAN THOMAS: All right.

25 So just to paraphrase if I'm

1 understanding correctly, your budget
2 increase of about \$430,000 is basically
3 to address staffing issues, if that's
4 correct?

5 CITY CONTROLLER RHYNHART: Yes,
6 and wage increases that were agreed to,
7 yes.

8 COUNCILMAN THOMAS: Thank you.
9 Thank you, Council President. I
10 appreciate it.

11 Thank you to the Controller's
12 Office and your entire team. Thank you.

13 CITY CONTROLLER RHYNHART:
14 Thank you.

15 COUNCIL PRESIDENT CLARKE:
16 Thank you, Councilman.

17 Controller, I do have one
18 question. In your testimony on Page 14,
19 and thank you again for summarizing your
20 testimony, you show funding for
21 consultation on City and School District
22 audit. Is this because you have a
23 shortage of employees, auditors or is
24 this something that must be done by an
25 outside auditor? Can you explain that,

1 what's that's about?

2 CITY CONTROLLER RHYNHART: On
3 Page -- let me just make sure I'm
4 looking at the right page. Is this the
5 money that comes in from the School
6 District? Hold on one second.

7 COUNCIL PRESIDENT CLARKE: Page
8 14 of your testimony.

9 CITY CONTROLLER RHYNHART:
10 Okay. I don't have it organized that
11 way.

12 COUNCIL PRESIDENT CLARKE: So
13 you have --

14 CITY CONTROLLER RHYNHART: Can
15 you just -- my office is -- actually,
16 it's not organized that way here so I
17 apologize.

18 COUNCIL PRESIDENT CLARKE:
19 Showing funding for consultation on City
20 and School District audit. My question
21 is are you hiring an external auditor or
22 is this just for --

23 CITY CONTROLLER RHYNHART: We
24 did hire --

25 COUNCIL PRESIDENT CLARKE: --

1 I'm sorry.

2 CITY CONTROLLER RHYNHART:

3 Sure. In our bullet we do hire outside
4 auditing firms to assist with special
5 audits that we need done and that is as
6 part of our office operations. Is this
7 the tech consult on City and School
8 District audit, is that the --

9 COUNCIL PRESIDENT CLARKE: Yes.

10 CITY CONTROLLER RHYNHART: --

11 32,000?

12 COUNCIL PRESIDENT CLARKE:

13 Yeah, I just want to know what's that
14 for.

15 CITY CONTROLLER RHYNHART:

16 Okay. Let me -- I'll probably need to
17 get back to you on that, I think.

18 COUNCIL PRESIDENT CLARKE:

19 Okay. I was just wondering because you
20 referenced the fact that you're having
21 difficulty hiring auditors and this is
22 to hire external auditing services --

23 CITY CONTROLLER RHYNHART: Oh

24 no, no. We're not replacing any of our
25 auditors with outside -- like, we're not

1 taking away any unionized or workforce
2 positions and adding consultants. But
3 let me get a little clarity and answer
4 your question in a better way. I think
5 it deserves that. So if you don't mind
6 me getting back to you on that.

7 COUNCIL PRESIDENT CLARKE:

8 That's fine. And part of that question
9 is if you're having difficulty and I
10 know you have a union workforce
11 primarily, if you're having difficulty
12 finding auditors, is your office looking
13 at hiring contracting with external
14 auditors since it appears that you may
15 be doing that in this particular
16 instance?

17 CITY CONTROLLER RHYNHART: No,
18 we're not doing that. I --

19 COUNCIL PRESIDENT CLARKE: Are
20 you having that conversation? If you're
21 having difficulty staffing up because
22 you're not able to get staffed for a
23 particular division within your
24 department --

25 CITY CONTROLLER RHYNHART:

1 Sure.

2 COUNCIL PRESIDENT CLARKE: --

3 what do you do?

4 CITY CONTROLLER RHYNHART: I

5 understand your question. So we

6 contract out for subject matter experts.

7 In terms of that we are low-staffed, we

8 are making due with what we have, albeit

9 it's imperfect. So in terms of our

10 staffing level, so for example we

11 delayed one of our special audits to

12 make sure that we got with our unionized

13 workforce that we got the annual

14 financial audit out on time, so we're

15 basically making it work, if that makes

16 sense. We're not at the point where we

17 need to use any contracted auditors to

18 replace the work done in our office.

19 COUNCIL PRESIDENT CLARKE:

20 Okay. And my apologies. Actually the

21 information is in your budget detail,

22 not in your testimony. I'm sorry.

23 That's my fault.

24 CITY CONTROLLER RHYNHART: No,

25 that's okay. Thank you.

1 COUNCIL PRESIDENT CLARKE: So
2 you'll get back to me on that. Just
3 want to make sure --

4 CITY CONTROLLER RHYNHART: Yes,
5 absolutely.

6 COUNCIL PRESIDENT CLARKE: All
7 right. Thank you.

8 Chair recognizes Councilman
9 Domb.

10 COUNCILMAN DOMB: Thank you,
11 Council President.

12 Controller, I just want to
13 follow up from our conversation earlier,
14 and I want to just call to your
15 attention that the Inquirer,
16 Philadelphia Inquirer, recently wrote
17 about the analysis of gun prevention, I
18 think this was in my letter, funding
19 that basically in their viewpoint led to
20 the inescapable conclusion that 65
21 million in gun violence prevention money
22 is being deployed with no framework in
23 place for determining what works and
24 what fails in the battle to reduce gun
25 violence, and they continued on and

1 said, Lack of accountability is not a
2 new problem.

3 And they reported that when the
4 Administration created the Office of
5 Violence Prevention in 2017, the
6 Administration said it would conduct a
7 first city-wide evaluation to gauge the
8 effectiveness of the City's dozens of
9 existing anti-violence efforts. "More
10 than four years later," and I'm quoting
11 from the article, "the evaluation isn't
12 completed," four years. "In 2019
13 accountability language was included in
14 the Roadmap For Safer Communities" --
15 that's 2019, three years ago -- "yet as
16 of last week no such accountability
17 matrix has been designed or
18 implemented."

19 And my question is why do we
20 have to wait another three weeks? This
21 hasn't been done. We know it hasn't
22 been done. It's been four years. Why
23 do we need to wait three weeks?

24 CITY CONTROLLER RHYNHART:
25 Well, that's from a newspaper article.

1 Before starting any type of review I
2 feel it's important to go right to the
3 Administration and have that dialogue.
4 But again, I share your frustration with
5 the lack of framework and the lack of
6 rigor around any program evaluation
7 here.

8 COUNCILWOMAN QUINONES-SANCHEZ:
9 Point of information, Council President.

10 COUNCIL PRESIDENT CLARKE:
11 Chair recognizes Councilwoman Sanchez
12 for point of information.

13 COUNCILWOMAN QUINONES-SANCHEZ:
14 I just want to make sure that this
15 conversation is in the context that this
16 is not the fault of the groups who are
17 doing ridiculous work out there. Many
18 times without a conformed contract, all
19 of the challenges we've had starting
20 this.

21 So I just want to make sure
22 because when you hear -- everybody wants
23 accountability. We have \$3 billion in
24 money that we don't necessarily ask for
25 accountability. I want to make sure

1 that when we have this conversation it
2 is always in the context of we decimated
3 an infrastructure, we're going to build
4 it up, some things are going to be good,
5 some things are not going to be that
6 good, and we will learn over the next
7 couple of years.

8 But it's only 155 million of
9 the 3 billion, and I just don't want the
10 groups to feel like, who have been
11 waiting patiently for us to conform
12 contracts, they have to hire -- we can't
13 ask them to cash flow the work, which is
14 what we've essentially done. Council
15 President, I know you've done a lot of
16 work in this space and you've been upset
17 about the roll-out. I just want to make
18 sure that the groups don't feel
19 like it's not that we don't want to hold
20 them accountable and help them set up
21 the structure.

22 If there are challenges with
23 how the Administration is rolling this
24 out is one thing, but I don't want any
25 of the groups doing this work to feel

1 like we are coming down on them when
2 some of them just got their contracts,
3 so just for the record.

4 Thank you, Council President.

5 CITY CONTROLLER RHYNHART:

6 Absolutely. That's a good point in
7 terms of with any type of program
8 evaluation it would need to be looked at
9 of were they given actually enough time
10 to show any outcome, and that gets to
11 sort of the speed with which the
12 Administration has done this.

13 COUNCILMAN DOMB: And I agree
14 with you. I think that the goal here is
15 to reward and provide more funding for
16 those programs that have shown success,
17 and those programs that aren't showing
18 success given the proper time we should
19 readjust. That's the goal here, and
20 it's been done across the country with
21 academic experts in other cities. This
22 is not a new thing. Anyway, thank you
23 very much, Madam Controller.

24 Thank you, Council President.

25 COUNCIL PRESIDENT CLARKE: And

1 just as a follow-up, I wasn't going to
2 talk about this, but there has actually
3 been I believe two follow-up meetings
4 with the groups and with the City to
5 discuss the contracts, the roll-out, the
6 work, and there's been some very, very
7 substantive dialogue and actually
8 recommendations by the groups that talk
9 about how the program could be better,
10 how the dollars, how the invoices, I
11 mean things to that level of
12 specificity. So they are intimately
13 involved in making sure that this works
14 and that everything is done in the
15 appropriate way.

16 And the groups asked for this.
17 It wasn't like some external entity
18 coming in and saying you got to make
19 these corrections. And they give us
20 some very significant points and
21 recommendations on how this process can
22 be much more improved because they
23 understand that this can't just be a
24 one-time thing. We're going to have to
25 continue to do this on an annual basis

1 to make sure the organizations who are
2 out there on the front line frankly
3 speaking want to help with this gun
4 violence issue.

5 But thank you. Thank you all
6 for bringing that up. We appreciate it.
7 And thank you, Councilman Domb and
8 Councilwoman Quinones-Sanchez.

9 So I don't see any additional
10 questions by members of the Committee
11 for this witness so we are actually on
12 time today, actually ahead of time.
13 Almost don't know what to do.

14 So, Controller, I know there
15 are a couple of things you were going to
16 get back to us on.

17 CITY CONTROLLER RHYNHART: Yes.

18 COUNCIL PRESIDENT CLARKE: And
19 the sooner you can get it back to us the
20 better. As we move towards the
21 conclusion of the budget process when we
22 get down to the nitty-gritty of
23 negotiating the final outcome of the
24 expenditures and the appropriation that
25 we put in our final budget document,

1 we'll have all the information that is
2 required.

3 CITY CONTROLLER RHYNHART:

4 Absolutely.

5 COUNCIL PRESIDENT CLARKE: So
6 thank you. Appreciate it.

7 CITY CONTROLLER RHYNHART:

8 Thank you.

9 COUNCIL PRESIDENT CLARKE:

10 Thank you so much.

11 All right, colleagues. We are
12 ahead of time. So I guess as a bonus we
13 should actually keep the second phase of
14 our budget hearings today. We are
15 scheduled to come back at 1:30. I
16 believe L&I and Water is scheduled for
17 that particular time, so we can take a
18 relatively brief recess and we can come
19 back at 1:30 to conclude today's budget
20 hearing.

21 Modesto, we'll be back at 1:30.

22 COUNCIL TECH SUPPORT: Thank
23 you, Council President.

24 (Afternoon recess.)

25 COUNCIL PRESIDENT CLARKE:

1 Thank you, and good afternoon. We are
2 back to conclude today's FY23 budget
3 hearing. Today this afternoon we will
4 have the Department of Licenses and
5 Inspections and the Department of Water.

6 If we are ready to proceed,
7 Mr. McDermott, our first witness to
8 testify is?

9 THE CLERK: The first witness
10 to testify is L&I Commissioner Ralph
11 DiPietro.

12 COUNCIL PRESIDENT CLARKE:
13 Thank you. Commissioner, how are you?

14 COMMISSIONER DiPIETRO: Well,
15 sir. How are you?

16 COUNCIL PRESIDENT CLARKE:
17 Good. I'm great. Thank you. Thank you
18 for being on. If you can just give your
19 name, state your name for the record and
20 proceed with your testimony and we will
21 get into the questioning.

22 COMMISSIONER DiPIETRO: Thank
23 you. Good afternoon, Council President
24 Clarke and members of City Council. I'm
25 Ralph DiPietro, Commissioner of Licenses

1 and Inspections. I'm joined today by
2 several members of my executive team.
3 And I'm pleased to provide testimony on
4 the Department of Licenses and
5 Inspections' Fiscal Year 2023 operating
6 budget.

7 The Department continues to
8 drive innovation and process
9 improvements through several key
10 technology initiatives. In FY23 L&I
11 will continue to execute its continuous
12 improvement plan of eCLIPSE web-based
13 license and permitting platform through
14 monthly updates that incorporate staff
15 and customer feedback.

16 At the same time, L&I will
17 continue to grow its online chat help
18 program which already provides customer
19 assistance 2500 times a month to very
20 great reviews. Another key initiative
21 for FY23 is a development of a new
22 online Permit Wizard project in
23 partnership with the Commerce
24 Department.

25 Permit Wizard will work

1 something like the Turbo Tax for
2 permits. It will extract information
3 about the scope of a plan project
4 through a series of straightforward
5 questions and return customized response
6 detailing which permits are needed, the
7 application requirements and an estimate
8 of permit costs and approval timelines.
9 From the Department's inspectional
10 staff, innovation is being driven
11 through a new mobile program.

12 With the mobile phone and
13 quality app, L&I inspectors are logging
14 inspection results, uploading evidence
15 and writing notices of violations
16 directly from the field. The Department
17 will finalize the roll-out of our site
18 violation notice program. SVN, site
19 violation notices are a new type of
20 violation that can be issued to property
21 owners, business license holders or
22 trade license holders. But SVNs give
23 the L&I inspectors an enforcement tool
24 that imposes consequences through
25 readily collectible violations, while

1 saving inspector and court resources for
2 the more serious and complex cases.

3 Inspectors will have mobile
4 printers to facilitate the immediate
5 issuance of SVNs and all that data will
6 be fully integrated into our eCLIPSE.

7 Also in '23, FY23 License & Inspection
8 plans to pilot our first virtual
9 inspection program designed to increase
10 inspector efficiency and help with
11 reaching hard-to-access locations. This
12 integrated solution will make audio,
13 video and notes from virtual inspections
14 and will make them available online to
15 department staff literally moments after
16 the completion of the inspections.

17 L&I spent a tremendous amount
18 of time in data that's already available
19 to the public through our L&I and the
20 City websites OpenDataPhilly. In FY23,
21 the Department will further add to the
22 transparency by adding new mutual data
23 to the existing tools. Our license
24 contract lookup tool will now provide
25 contractor violation history. The

1 Department will begin publishing
2 building certification information
3 through Atlas so they can publicly look
4 up multi-family or commercial building
5 compliance with testing requirements for
6 fire protection systems.

7 In addition, L&I is embarking
8 on a project that transcribe historic
9 permit information and code requirements
10 into eCLIPSE to better address the
11 challenges to Philadelphia's older
12 building stock. Fiscal Year '23 we'll
13 see L&I hire outside experts to provide
14 professional services for our racial,
15 equity, coordination surveys and
16 training.

17 Specific racial equity projects
18 include establishing employee
19 development programs focused on
20 leadership development and the well-
21 being of employees of color, if there's
22 training for employees, supervisors and
23 management on racial equity concepts,
24 the development of career ladders will
25 be reviewed to identify and remove

1 unnecessary barriers for promotion for
2 employees of color. And the Department
3 will also identify, map and track
4 service delivery data disaggregated by
5 race and/or a proxy for race, and that
6 includes a poverty level.

7 L&I will continue its
8 partnership with Community College of
9 Philadelphia to diversify its
10 construction inspection staff and help
11 L&I hire more qualified inspectors. The
12 work is already under way between L&I
13 and CCP to incorporate the technical
14 code enforcement work to CCP's existing
15 Associate Degree and program in
16 construction management. This
17 partnership will promote the code
18 enforcement profession to young diverse
19 population and City residents and
20 qualify them for actual L&I building
21 inspectors and civil service
22 examination.

23 And lastly, we're committed to
24 fulfilling our core public safety
25 mission by taking down imminently

1 dangerous buildings. The proposed
2 budget will allow L&I to continue our
3 aggressive public demolition program
4 with approximately 9.5 million in
5 recurring general funding and an
6 estimated 2.25 million recurring
7 demolition funding generating from the
8 new Philadelphia County Demolition Fund
9 fee.

10 Before I close, I'd like to
11 recognize the many hard-working
12 employees of L&I for their commitment to
13 public safety. And I thank you for the
14 opportunity to present our proposed
15 Fiscal Year 2023 budget, and I'm
16 available to answer any questions at
17 this time.

18 COUNCIL PRESIDENT CLARKE:

19 Thank you. Thank you, Commissioner.
20 And, Commissioner, thank you and your
21 team for your prompt response to us and
22 Council. Nothing like being able to
23 call a Commissioner at L&I, particularly
24 when you're out walking the streets with
25 residents.

1 We were out there last Friday
2 in part of my District. And when you
3 have those Commissioners and their team
4 out there, it makes life a lot easier
5 for members of the City Council of
6 Philadelphia, so we appreciate you guys
7 being out there.

8 I got a couple of quick
9 questions. You referenced the demo fund
10 briefly, and that our understanding is
11 particularly targeted for commercial
12 buildings, is that your understanding,
13 or commercial corridors?

14 COMMISSIONER DiPIETRO: As I
15 understand it, it's permitted for blight
16 reduction, which we see as
17 demolishing --

18 COUNCIL PRESIDENT CLARKE:
19 Generally.

20 COMMISSIONER DiPIETRO: --
21 buildings in general, correct. But we
22 also use that fund for some of the other
23 blight reduction measures we take, some
24 of the cleaning and what we call site
25 improvements, so it's not just building

1 demolitions. It's really a blight
2 reduction tool.

3 COUNCIL PRESIDENT CLARKE: All
4 right. When you say site improvement
5 because that's a question that has come
6 up, it's a lot of money and we
7 appreciate the fact that we're going to
8 be in a position to raise money,
9 hopefully if we get this tax passed,
10 realistically what's the likelihood of
11 being able to prep a site or is site
12 improvement simply demolishing the
13 building and eliminating the blight and
14 removing the bricks and flattening the
15 ground because that's an improvement on
16 the site --

17 COMMISSIONER DiPIETRO: We use
18 site improvement to sort of -- it covers
19 a wide variety, but sometimes site
20 improvements might be installation of
21 fencing after a demolition.

22 COUNCIL PRESIDENT CLARKE:
23 Okay.

24 COMMISSIONER DiPIETRO: It
25 might be the cleaning of a construction

1 site, something that we've done in the
2 past and we probably need to do more of.
3 I'm sure you've heard from constituents
4 how problematic having construction
5 sites can be. That's one of the things
6 we would like to see that fund used for.

7 COUNCIL PRESIDENT CLARKE:

8 Okay. That's good. We get a lot of
9 requests for that and we appreciate the
10 fact that hopefully we'll be in a
11 position to have more resources. So I
12 want to talk to you about eCLIPSE,
13 something that's been going on for a
14 couple of years now.

15 And early on in the process I
16 must tell you, we get complaints from
17 people when you change things and you do
18 things differently, so people are
19 encouraging everyone to use eCLIPSE
20 versus going down in the basement of the
21 MSB Building. COVID hit, the basement
22 in the MSB Building was pretty much
23 offsite.

24 But I got to tell you that
25 there are a lot of contractors,

1 particularly small contractors that are
2 old school, not necessarily savvy as it
3 relates to using technology, i.e.,
4 eCLIPSE and other "more efficient ways
5 of getting permits and authorization to
6 do their work."

7 And then it was this other
8 issue around the language barrier. We
9 have a lot of individuals in the City of
10 Philadelphia that still have challenges
11 with language, English as a first
12 language. How have we been able to
13 accommodate the people that are not
14 savvy enough to use eCLIPSE to the
15 fullest because I don't want to leave
16 these folks out? Because I remind
17 people that it wasn't too long ago that
18 I actually had a Blackberry, so I'm one
19 of those folks to some degree that has
20 some limitations on technology.

21 COMMISSIONER DiPIETRO:
22 Understood and agree wholeheartedly. In
23 terms of contractors, we do a couple of
24 things. One is we make all the using
25 eCLIPSE videos available on the

1 Department's website so they can go on
2 there and sort of follow through a
3 training program and see how to use it.

4 We find that about upwards of
5 90, in some cases 95 percent of all the
6 applications are done online. So a
7 really large part of the industry
8 adopted the online platform. And I'll
9 be frank, I thought that would take us
10 years to do. But in reality I think in
11 many cases the pandemic actually helped
12 because it accelerated the need to do
13 business remotely. In a weird way, it
14 was a benefit.

15 So the first thing we always
16 say is go to the website, target
17 information and videos on how to use
18 eCLIPSE and it's broken down by various
19 subjects. The other thing is what the
20 folks downstairs in our development
21 section launched was an online assistant
22 so they could make virtual
23 inspections -- virtual appointments to
24 help them fill out an application,
25 answer questions or decide exactly

1 what's needed. Now, that's both virtual
2 and in person. They can choose whatever
3 they want.

4 We definitely saw an
5 increase -- this is Quarter 1. And so,
6 it's one of our busiest years in the
7 concourse, but they've been able to
8 really handle the influx. Now, as I
9 said 90, 95 percent of the applications
10 are being done online. So it's
11 drastically reduced what the concourse
12 looks like for all you who may remember,
13 it wasn't unusual to see 500 people down
14 there in a given day. Numbers are
15 nowhere near there, but they're able to
16 do provide this virtual appointment,
17 which is one of a couple of different
18 measures and ways that they can connect
19 with the Department.

20 So I typically suggest go
21 online, schedule an appointment, they're
22 broken down depending on what you want
23 to do if you're trying to get a license
24 or apply for a permit, and you'll
25 actually meet one of our claims examiner

1 or supervisor or someone from our remote
2 support staff that can help you walk
3 through the process.

4 With respect to the language,
5 we've got some work to do there. We're
6 looking at a couple of different things.
7 Our scheduling tool allows you to make
8 appointments. That's actually a
9 different language, but there's a lot of
10 other documents from L&I that need to be
11 translated. eCLIPSE system has the
12 ability to be translated into different
13 languages. Very costly, but that's
14 something that we're working through and
15 we're working with partners and
16 different City agencies who actually
17 have expertise in translating documents.

18 The Office of Immigrant Affairs
19 is currently looking for an operations
20 for information grant to sort of assist
21 with that. So there's multiple things
22 that we're participating in because it
23 really is a much larger city-wide
24 effort, and L&I needs to be part of
25 that.

1 COUNCIL PRESIDENT CLARKE:

2 Okay. Good. Commissioner, I guess in
3 FY22 there was about 650,000 added to
4 the L&I budget to violence reduction on
5 cleaning lots and things of that nature.
6 And one, do you think this was -- and I
7 know it's a lot of money, but marginally
8 successful, and two, most importantly
9 from my perspective what was the level
10 of coordination between L&I that had
11 that responsibility in addition to other
12 responsibilities of blight remediation
13 lots?

14 Streets Department that has a
15 relationship, particularly with front-
16 end loaders are required. CLIP and PHS,
17 the Horticulture Society, that
18 subcontracts out to these groups, were
19 you guys coordinating in any way, shape
20 or form?

21 COMMISSIONER DiPIETRO: Yes.
22 So we have our Director of the Clean &
23 Seal Unit, a gentleman by the name of
24 Demetri Lambert, Demetri participates in
25 those weekly meetings. He was primarily

1 responsible for the response to those
2 areas, and his Clean & Seal team not
3 only, you know, typically vacant lots
4 are handled by CLIP. And they're very,
5 very good at that. They're very
6 efficient when it comes to handling
7 vacant lot cleans. So L&I's role was
8 really to do more about demolishing the
9 dangerous buildings and sealing
10 buildings that became vacant and open.

11 I think it was pretty
12 successful in terms of the L&I response.
13 Obviously, there's much more work to do
14 there. And I found that generally
15 corporation was really great. The
16 police were very supportive. Of course,
17 we need their assistance in many of
18 these cases.

19 I think what you saw there is
20 we sort of, L&I ran out of things to do
21 in terms of the initial impact,
22 demolishing dangerous buildings and
23 sealing stuff up. Deputy Commissioner
24 Carrasquillo and I went through there a
25 couple of weeks ago to take a look. We

1 saw a few of the buildings were reopened
2 or buildings that we had previously
3 sealed reopened, so we have to continue
4 to have some presence, specifically in
5 those areas. I'm talking about
6 specifically Kensington at this point.

7 So I think that that money was
8 used smartly because we know that
9 there's a definite correlation between
10 those kinds of quality-of-life things
11 and crimes. We've seen that proven time
12 and time again. So we're happy to
13 participate in those future endeavors in
14 terms of our Clean & Seal teams and our
15 cleanup, but I think that was an
16 interesting program to participate in.

17 And I'd hope that we can sort
18 of expand on that in the coming years in
19 terms of bringing that to scale, because
20 one thing the last couple of weeks have
21 shown us that we're seeing is abandoned
22 uptick in vacant open buildings again.
23 This hadn't happened for the previous
24 two years. The numbers were pretty
25 stagnant. But over the past couple of

1 months I've been watching, that number
2 of complaints is going up, so
3 something's definitely going on there.
4 We have to keep an eye on that.

5 COUNCIL PRESIDENT CLARKE:

6 Yeah. Commissioner, it sounded like you
7 said in your last response that you guys
8 ran out of things to do. I didn't hear
9 that, did I? If that's the case, I got
10 a list for you. I'll have it over in
11 your office tomorrow.

12 COMMISSIONER DiPIETRO: We ran
13 out of -- in terms of particularly the
14 operation pinpoint area, there was only
15 so many dangerous buildings we can tear
16 down. But you're right, there's never
17 a --

18 COUNCIL PRESIDENT CLARKE: I
19 will give you a list just in case
20 whenever you get to a point where you
21 run out of things to do.

22 COMMISSIONER DiPIETRO:

23 Absolutely.

24 COUNCIL PRESIDENT CLARKE: All
25 right. Last but not least, I know last

1 year's budget there was a significant
2 conversation around L&I. And it sounds
3 like that's successful, L&I and the
4 career course as it relates to CCP
5 moving people into municipal employment.

6 How many of your existing L&I
7 employees, if you have that number, that
8 have gone to CCP is expressing interest
9 in participating in the courses?

10 COMMISSIONER DiPIETRO: Well,
11 we haven't launched the courses yet. We
12 anticipate sending all of them through
13 at some point because there's a lot
14 of -- it's not just for the folks that
15 are coming in new, although that's
16 important and necessary both as I
17 mentioned, the diverse fire construction
18 inspection staff, but also to give them
19 a much stronger baseline when they're
20 becoming L&I inspectors. But a lot of
21 that coursework is going to be
22 beneficial to our existing staff.

23 So it's our hope that we can
24 put a great majority of those folks
25 through as they either promote to higher

1 levels within the Department, higher
2 levels of authority and higher levels in
3 the inspection class, and also as
4 continuing education because that's
5 another -- we pay for inspectors to get
6 continuing education and maintain those
7 certifications. And so, once we have
8 the CCP program, we would like to be
9 able to utilize that for that as well
10 because it's there, it's readily
11 available and we trust they'll be able
12 to provide. That's a really good
13 product and really good contact for the
14 current inspectors and the future ones.

15 COUNCIL PRESIDENT CLARKE:

16 Okay. Well, thank you, Commissioner.
17 I'll come back on the next round.

18 Chair recognizes Councilwoman
19 Parker.

20 COUNCILWOMAN PARKER: Thank
21 you, Mr. President.

22 And, Commissioner DiPietro, it
23 is great to see you. I want to start
24 where Council President started. Thank
25 you for being hands on the ground in all

1 of the work that you do. I also want to
2 say a special thanks to members of the
3 team, Betsy Baldwin -- and if I chop the
4 names up, y'all charge it to my head and
5 not my heart, Commish -- Betsy Baldwin
6 and Sarah Adamo, that's for legislation
7 and complex constituent matters; Lisa
8 Adams for assistance with permitting and
9 quality of life; Maureen Blaney from the
10 Vending Unit. It may sound lightweight.
11 But when we have illegal vending
12 situations in question, she's on it.

13 Commissioner, a person can own
14 a building and be paying rent and then
15 somebody comes up and sets up an illegal
16 vending table right next door to your
17 business selling the same merchandise
18 cheaper because they don't have to pay
19 the overhead. Maureen is on that.
20 Renee Rinehardt and the team in the
21 Nuisance Property Unit for their
22 assistance continued throughout the
23 pandemic. They did not slow down to
24 address those nuisance businesses in our
25 community; Reynelle who is in Law but

1 she was just with us on the tour on 5th
2 Street that Councilmember Gilmore
3 Richardson organized along with a
4 lieutenant in the 35th Wared Biserat,
5 because whenever we're dealing with the
6 L&I issues and we're trying to get a
7 nuisance establishment closed, we need
8 to have a police officer with them
9 because it can become very dangerous
10 when we're talking about closure of a
11 building. He is essential to the 35th;
12 Melvin -- I'm not going to even try it,
13 Melvin -- Melvin Cirosquella, I hope I
14 said it right and Mike Taus or Taurse
15 for meeting with the community group at
16 our request to discuss some legislation.

17 And, Commish, I don't know
18 about you but when you start where I
19 started in this business, it's important
20 to recognize the people who we don't
21 see, but get the work done. With that
22 being said, Commish, I want to head
23 straight into inspector vacancies.

24 I'm going to be having a
25 hearing coming up this Monday or Tuesday

1 because we need to shine a light on it.
2 I appreciate you talking about the
3 workforce development, the connection
4 with CCP and not only just to bring more
5 people in, but for professional
6 development, right, so that our existing
7 team can continue to gain knowledge.

8 Tell us about your current
9 number of vacancies and how does this
10 compare to prior years. Currently now,
11 how many vacancies as it relates to
12 inspectors do you have?

13 COMMISSIONER DiPIETRO:
14 Presently we have about 53 inspector
15 vacancies.

16 COUNCILWOMAN PARKER: Okay.

17 COMMISSIONER DiPIETRO: That's
18 not counting the 20 that we brought in
19 early March, so we have 20 inspectors
20 that are going through the process now
21 as you recall. And let me just say
22 thank you for recognizing those folks.
23 That was absolutely awesome. It's great
24 to hear that and it's nice to know that
25 their work is appreciated. I certainly

1 do.

2 The inspectors that are
3 currently in the training program will
4 take several months of classroom
5 instruction, of peer interaction.
6 They'll go out with senior inspectors,
7 and then we'll deploy them strategically
8 as they become certified to do their
9 job. And --

10 COUNCILWOMAN PARKER: What did
11 you say, Commish, about six months or a
12 year before you -- the onboarding
13 process, would you say six months or a
14 year?

15 COMMISSIONER DiPIETRO: For
16 code enforcement inspectors, we
17 typically have them out in the field at
18 full performance in about six months.

19 COUNCILWOMAN PARKER: Okay.

20 COMMISSIONER DiPIETRO: The
21 construction inspectors tend to take a
22 little bit longer. That can go up to a
23 year and that's largely because they
24 need to have many more certifications
25 under state law in order to do their

1 job. So we do give them out sooner to
2 assist because the numbers are sort of
3 low right about now.

4 COUNCILWOMAN PARKER: Well,
5 Commish, when you talk about workforce
6 in bringing other people in, in almost
7 every department we heard about the need
8 to attract new employees, new employees
9 because so many folks are retiring or
10 just deciding that, hey, I can go make
11 more money in the private sector, forget
12 the health care and the benefits that
13 used to be the added value for working
14 in local government. How old is your
15 workforce would you say and how many
16 retirees do you have on deck over the
17 next few years; is that a challenge for
18 you?

19 COMMISSIONER DiPIETRO: It
20 definitely is. It changes depending on
21 the unit. The construction inspections,
22 for example, tends to be very often
23 folks that are on their second career.

24 COUNCILWOMAN PARKER: Yes.

25 COMMISSIONER DiPIETRO: We know

1 full well we may have many of those
2 inspectors for five or seven years, but
3 that's typically the max of them.
4 You're absolutely right, I can tell you
5 in my 20-something years with City
6 government, I've never seen City
7 employees -- this is a good thing and a
8 bad thing -- but they're leaving the
9 department because they're valuable to
10 those outside entities, and probably for
11 the first time in a long time the City
12 is really not able to compete with these
13 private companies that are paying our
14 claims examination engineers, our
15 construction inspectors, our code
16 enforcement inspectors so we are losing.
17 That's something that's not happened in
18 any real measurable way at least in my
19 career.

20 COUNCILWOMAN PARKER: Now,
21 Commish, you just mentioned
22 construction. I saw something on Axios,
23 right. It was talking about 900 new
24 construction permits that were issued in
25 December '21. They said in a typical

1 month, right, the Department issues
2 about 150. And then at the end of '21,
3 they said more than 2600 permits were
4 issued for the year compared with
5 approximately 1600 typically approved.

6 I'm listening to your numbers
7 and you talk about the need for
8 staffing. How are you handling that
9 record number of new construction
10 projects we're seeing? And tell me
11 about the strain that it's put on L&I
12 and your ability to do what you should
13 be doing, right, overseeing the
14 projects, but it's a strain when you
15 lack the appropriate staffing?

16 COMMISSIONER DiPIETRO: So
17 right now the conversation is not just
18 about hiring, but it's also about
19 retention because as you might imagine,
20 with all those additional construction
21 projects in the planning stages that
22 haven't gotten the permits, it won't be
23 long before they move into the
24 construction phase, and the folks that
25 we typically would hire as inspectors

1 are also very much attracted to those
2 folks, those construction companies and
3 our claims engineers as well, so we're
4 also likely to lose some of those folks
5 in that.

6 Now, we are definitely seeing
7 an increase in the amount of inspections
8 scheduled per day. Right now it's about
9 300 inspections a day, give or take --

10 COUNCILWOMAN PARKER: 300 per
11 day, okay.

12 COMMISSIONER DiPIETRO: 300 per
13 day for our construction inspections.
14 It's only construction inspections. We
15 have 45 of those inspectors on any given
16 day, right, given we have some leave
17 time or -- so about 45 inspectors.

18 COUNCILWOMAN PARKER: Okay.

19 COMMISSIONER DiPIETRO: So that
20 kind of translates to somewhere around
21 five to seven stops a day per inspector.
22 Now, that's doable. And our folks --
23 the construction inspectors that remain
24 are doing an absolutely phenomenal job.
25 They really are. They're in a world

1 that moves very quickly. They're in a
2 world that's very complicated. It gets
3 complex very quickly. They're dealing
4 with a huge variety of people from very,
5 very novice to extremely experienced.
6 And so, they do a tremendous job.

7 But in the event that we do see
8 all those permits that were issued in
9 December come to fruition, we do see
10 some challenges in terms of our ability
11 to meet the demand. And that's really
12 the key --

13 COUNCILWOMAN PARKER: Well,
14 Commish, I'll tell you what we're going
15 to do, I'm looking forward to getting a
16 lot of this stuff on the record.
17 Obviously, because we're in the midst of
18 this budget process, but really peeling
19 back the layers of it all when we have
20 this hearing.

21 I heard the bell, Commish, so
22 let me just end with this question, and
23 this is one that I know is near and dear
24 to all of our hearts and it's the issue
25 of fire safety. One of the things and

1 questions that I've gotten from several
2 people is to talk about L&I's role in
3 inspecting those rental properties for
4 fire code violations and does L&I need a
5 complaint from a tenant. Talk about
6 L&I's role in inspecting those rental
7 properties for fire code violations, and
8 does L&I need a complaint from a tenant
9 in order to act?

10 And when you look at just this
11 overall issue, I don't have to reference
12 all of the tragedies that, I mean we
13 will never forget that occurred but are
14 doing our best in every way, shape and
15 form to be preventive and get as much
16 preventive materials like in the form of
17 smoke alarms out to people, but you
18 document -- well, just quickly if you
19 can, Commish, walk us through what L&I's
20 role is in inspecting those properties
21 and whether or not you need a complaint
22 from a tenant in order to act. Thank
23 you. And I'm going to go on mute to
24 listen.

25 COMMISSIONER DiPIETRO: So

1 typically, our response to rental
2 properties unless they're located in a
3 high-rise or one of other pilots is
4 driven by a complaint. If someone
5 contacts 311 or uses either by phone or
6 online and may provide some content
7 about what they find or what they
8 believe is wrong, and then we dispatch a
9 dispatcher to inspect.

10 Rental inspection program is a
11 very, very big undertaking. There are
12 ways that we can -- and we've looked at
13 this in a number of different ways and I
14 don't want to take up all the time at
15 this particular hearing, so I'm happy to
16 talk about this in greater detail if
17 you'd like. But a rental program from a
18 City employee sort of department
19 perspective would be an enormous
20 undertaking. The numbers are very large
21 because we're talking about -- if you
22 can believe the census data, you're
23 talking about maybe 300,000 units
24 located across the City. To inspect all
25 of those, at least to do an inspection

1 with all of those at least once a year,
2 you're talking probably 200-plus
3 additional L&I inspectors that's not
4 counting supervisors, staff, office,
5 facility, logistics, Law Department
6 staff to handle the warrants and cases
7 to be necessary, but there are other
8 things that we might be able to do that
9 I'm happy to talk about and work
10 through.

11 As I said, we've been looking
12 at this literally for years and trying
13 to figure out a way to increase
14 enforcement around rental properties but
15 without going to the sort of nuclear
16 option of hiring several hundred L&I
17 inspectors.

18 COUNCILWOMAN PARKER: Thank you
19 so very much, Commissioner.

20 COUNCIL PRESIDENT CLARKE:
21 Thank you, Councilwoman.

22 Chair recognizes Councilwoman
23 Gilmore Richardson.

24 COUNCILWOMAN GILMORE
25 RICHARDSON: Thank you, Council

1 President.

2 And thank you so much,
3 Commissioner DiPietro. I echo the
4 sentiments of my colleague Majority
5 Leader Councilmember Parker in thanking
6 the entire team over at L&I knowing that
7 we all have worked very closely over the
8 last year and a half on all the
9 initiatives that we've worked on
10 together, all the drug paraphernalia
11 tours.

12 Even this past week, we had
13 your Deputy Commissioner out with us and
14 Renee in Councilmember Parker's District
15 in the 9th District, and we went to the
16 4th Council District, the 5th Council
17 District, the 6th Council District and
18 you have just been there. And I
19 especially want to take note of the tour
20 we were at together in August of 2021,
21 and that was I know the roughest one we
22 had, but you stayed with us after sun
23 down, into the dark, into the night and
24 you were just phenomenal. So I just
25 want to thank you for all the work that

1 you have done with us around addressing
2 nuisance businesses and stores that are
3 illegally selling drug paraphernalia
4 across our City.

5 And you know, we have submitted
6 77 stores for your review and
7 inspection, and 22 of those stores have
8 either been fully seized for drug
9 paraphernalia sales or other violations.
10 And then we have the stores that we have
11 to continue to address, but seven stores
12 were seized in the court appeal process.
13 So I just wanted to say thank you. I
14 look forward to continuing to work with
15 you and the entire team as we address
16 this issue around nuisance businesses in
17 the City.

18 But I wanted to quickly follow
19 up on the questioning that our Majority
20 Leader started and you talked about
21 inspector vacancies. 53 inspector
22 vacancies, not including the 20 new
23 inspectors that were hired in March that
24 are in process. And you talked about
25 the need for staffing and we know that

1 that is a challenge everywhere. I think
2 it's called the Great Resignation, is
3 what some of the folks are calling this
4 period of time.

5 And so, you talked about also
6 three construction inspections per day,
7 45 inspectors, five to seven stops per
8 day per inspector. So could you talk
9 about just for the record and for the
10 public how many inspectors do we have
11 total, how many are dedicated
12 specifically to the construction unit?

13 COMMISSIONER DiPIETRO: Well,
14 presently the number of inspectors is
15 hovering around 115. There's about 58
16 in our construction inspection
17 divisions.

18 COUNCILWOMAN GILMORE
19 RICHARDSON: And how many are you
20 budgeted for? So could you tell me how
21 many you have and how many you're
22 budgeted for?

23 COMMISSIONER DiPIETRO: I
24 believe the number is 425 budgeted
25 positions. It's a little difficult

1 getting to the exact number of
2 inspectors because we use them in
3 different ways, so some of our
4 inspectors work in claim review, so
5 they're not actually inspectors, but
6 their inspector roles. But we're
7 specifically talking about 100
8 inspectors, true inspectors, folks that
9 work in the field conducting
10 inspections.

11 COUNCILWOMAN GILMORE

12 RICHARDSON: Okay. And you said 58 of
13 them are in the Construction Division?

14 COMMISSIONER DiPIETRO: 58,
15 yeah, they're in our Construction
16 Inspection.

17 COUNCILWOMAN GILMORE

18 RICHARDSON: Okay. Have you all ever
19 done a comparison looking at other large
20 U.S. cities like New York and like
21 Chicago and others to see where we
22 compare relative to the amount of
23 inspectors we have in the City of
24 Philadelphia?

25 COMMISSIONER DiPIETRO: Yeah.

1 In years past, we used to look at that.
2 We looked at other cities and there is
3 some information that generally building
4 departments use, and the ideal number
5 seems to be about six construction
6 inspections a day per inspector seems to
7 be the ideal.

8 Now, for many years before
9 eCLIPSE we didn't have the technology to
10 be able to believe it or not determine
11 how many calls we were getting a day.
12 Scheduling was handled by the individual
13 inspector. So you would call your
14 inspector and he or she would schedule
15 the inspection. Now, it's all done
16 through an automated system so we can
17 actually account that.

18 So we know we get right around
19 that 6 number. As I said, it goes from
20 5.5 to 7.2. So we know that that's
21 about it. But the thing here is in
22 terms of L&I staffing, it's really about
23 where do you want to go, what are your
24 priorities and how do you want to take
25 them. We can meet that demand with the

1 current amount of staffing. Now, if
2 that demand goes up, if we were to
3 expand that to do some of the stuff that
4 we're hoping to do in the coming year
5 like the construction site cleanups and
6 things like that, we're going to need
7 some additional staff to do that. And
8 that's typically where we put our new
9 inspectors.

10 COUNCILWOMAN GILMORE

11 RICHARDSON: Okay. So then if we can
12 talk about that a bit relative to what's
13 in your current proposed Class 100
14 schedule. Are you requesting additional
15 funding for an increase in the number of
16 inspectors you have, particularly on the
17 construction side, recognizing the
18 amount of permits we know that folks are
19 applying for?

20 COMMISSIONER DiPIETRO: We
21 didn't ask for additional construction
22 inspectors because we have two groups of
23 20 coming in, which basically means 20
24 construction, 20 code enforcement
25 inspectors, and that's about the max we

1 can handle in a given time frame. We
2 just don't have the resources.
3 Remember, as I said earlier, when you're
4 bringing in inspectors there's all this
5 other stuff you need to do. You need to
6 build up your training units, your HR
7 and all the equipment that goes with
8 that, the support that we get from our
9 other departments.

10 This year between now and the
11 end of the year, calendar year, we'll
12 bring in 20 building inspectors and 20
13 code enforcement inspectors. And that
14 pretty much maxes us out in terms of how
15 many we can process through our
16 training, our current training and
17 existing HR spaces. Now --

18 COUNCILWOMAN GILMORE

19 RICHARDSON: If we were to add more than
20 we would need to increase the training
21 unit and HR's ability from an L&I
22 perspective to handle additional
23 caseload of bringing additional folks
24 into the system, is that correct, so it
25 would not just be an increase in

1 construction inspectors, but it would
2 also be an increase in training and
3 development and for Human Resources
4 capacity?

5 COMMISSIONER DiPIETRO:

6 Correct. Absolutely, yup.

7 COUNCILWOMAN GILMORE

8 RICHARDSON: Okay. That's good to know.

9 My next question is relative to building
10 inspections that are done when
11 inspectors visit a job site. And so,
12 how soon after a building code violation
13 is recorded does an inspector actually
14 visit the site? And this is something
15 that we're getting all across the City
16 just with the influx of construction
17 that's happening. And so, what happens
18 at that point?

19 COMMISSIONER DiPIETRO:

20 Typically when we find out, there's two
21 types of construction inspection.

22 There's the normal permit inspection or
23 the contractor calls for a footing or a
24 foundation or framing. And that just
25 goes to where the public calls with the

1 complaint and they're not following the
2 code, they're leaving material on the
3 sidewalk.

4 Typically, we have established
5 SLAs, and they range anywhere from 3
6 days to 20 days. In the vast majority
7 of cases, the inspectors are getting
8 there within a few days' time. They
9 very rarely get all the way up to the
10 SLA, especially on the construction side
11 because they don't get that many
12 complaints as compared to our code
13 enforcement, which gets a large number
14 of complaints.

15 Now, what we're going to be
16 doing differently in FY23, we're going
17 to be reconfiguring a little bit with
18 this additional staff to have folks more
19 readily address complaints, more fully
20 and more quickly address complaints,
21 specifically ones where people allege
22 that they're working without a permit.
23 Complaints if they're exceeding the
24 permit, that will have to go to the
25 existing inspector because those are

1 much more complicated.

2 Now, ones where the complaints
3 are that they don't have a permit at
4 all, it's our intention to create sort
5 of a lighter unit. Lighter meaning they
6 move more quickly because they're not
7 attached to a specific project and they
8 can respond more quickly, and their
9 focus is going to be site safety and
10 responding to complaints from the public
11 to make sure we fully and fairly vet the
12 complaints because that's one of the
13 things that we often hear that the
14 public -- they may not know the building
15 code, but they know what work looks like
16 and they're typically giving us good
17 information and we're not getting there
18 or we're not fully vetting that, and
19 that's something we'll change in this
20 coming year.

21 COUNCILWOMAN GILMORE

22 RICHARDSON: Okay. That will be great.
23 I heard the bell so I'll come back on
24 the second round, but I thank you for
25 notating the process around how high of

1 a priority the complaint will be when
2 they do not have a permit and that there
3 will be a new process for that in the
4 upcoming fiscal year.

5 I'll circle back on the second
6 round for my next round of questions.

7 But thank you so much, Commissioner, and
8 thank you to your entire team for all
9 the work you all have done with us over
10 the last year. We are just so
11 appreciative of you and look forward to
12 continuing to work with each and every
13 one of you.

14 Thank you, Council President.

15 COUNCIL PRESIDENT CLARKE:

16 Thank you, Councilwoman.

17 Chair recognizes Councilwoman
18 Brooks.

19 COUNCILWOMAN BROOKS: Thank
20 you, Council President.

21 Hello. I wanted to follow up
22 about a 2018 bill that will allow
23 tenants to learn more information about
24 their landlords. I know the bill
25 required more transparencies for the

1 landlords that purchased their
2 properties using an LLC. Do you have a
3 sense of when the beneficiary
4 owner/natural person info for LLC
5 registration with L&I for rental
6 licenses will be updated or uploaded for
7 the OpenDataPhilly data set?

8 COMMISSIONER DiPIETRO: So
9 there's a number of different things,
10 sort of connected things that we're
11 trying to put on the website. More
12 uploads so the tenants can have more
13 access upfront, things like
14 certifications and stuff like that.

15 The natural person's bill I
16 know that's effective in January. We
17 have a software developer that's
18 actually working --

19 (Background interruption.)

20 COMMISSIONER DiPIETRO: I'm
21 sorry. So we're working with our
22 software developer to sort of create the
23 location for that to load up into our
24 eCLIPSE system, so that's not done yet.
25 I don't have an actual date for when

1 that's completed. But I will absolutely
2 get that and get it back to you.

3 COUNCILWOMAN BROOKS: Okay.

4 Because as you know, my office is
5 working on housing issues and I wanted
6 to acknowledge our legal intern Kate
7 Underwood who has been doing some
8 background research on homeownership and
9 landlord trends in Philadelphia. And
10 one thing that has come up while doing
11 the research is that tenants in the City
12 are still having a hard time even
13 identifying their landlords, and that
14 legislation passed back in 2018 and the
15 public is expecting to be able to access
16 that information.

17 So if you could please keep my
18 office in the loop because we were told
19 that this data would be available in May
20 or June, and it will be appreciated when
21 you guys get it uploaded and ready, that
22 we have this information so we can
23 continue to help our constituents.

24 COMMISSIONER DiPIETRO: I
25 believe it's fair to say we're looking

1 at probably six months.

2 COUNCILWOMAN BROOKS: Six

3 months out from now?

4 COMMISSIONER DiPIETRO: Yeah.

5 COUNCILWOMAN BROOKS: Okay.

6 Thank you so much.

7 COMMISSIONER DiPIETRO: You're

8 welcome, Councilmember.

9 COUNCILWOMAN BROOKS: Council

10 President, that ends my questions.

11 COUNCIL PRESIDENT CLARKE:

12 Okay. Councilwoman, you're good? Okay.

13 Thank you, Councilwoman.

14 Chair recognizes Councilman

15 Jones.

16 COUNCILMAN JONES: Thank you,

17 Mr. President.

18 COUNCIL PRESIDENT CLARKE:

19 You're welcome, sir.

20 COUNCILMAN JONES: Because of

21 the long nature of these hearings you

22 must multi-task, you better. I want to

23 thank the Commissioner for, like my

24 colleagues, recognizing that you are an

25 intrical part of us being able to do our

1 jobs.

2 There's nothing like being on a
3 community walk with L&I and being able
4 to say, you know, look at a complaint
5 and actually have it addressed with the
6 expertise that your people have. I
7 agree with Member Gilmore Richardson,
8 there's nothing like dealing with
9 problematic businesses and to be able to
10 say, well, based on the rule book,
11 you're doing this right, that wrong,
12 please correct it. Those things empower
13 us to help people, so for that we are
14 grateful.

15 I have to ask, similar to my
16 colleague's question, if there is a
17 belief by some that there are people who
18 can get by inspections, particularly
19 centered around construction, centered
20 around one's ability to be compliant.
21 That worries me in a number of fashions.

22 As someone who served as
23 Co-chair for the Demolition Special
24 Committee with demolition due to the
25 collapse of the building on 22nd and

1 Market, I am keenly aware of what OSHA
2 regs do for the safety of not only the
3 workforce on a construction site, but
4 the citizens that walk around on
5 construction sites.

6 And we can never have a
7 situation where developers or
8 construction managers know that we are
9 in a good position never to get
10 inspected. There has to be a degree of
11 regularity of those inspections and a
12 degree of nonpredictability of when
13 someone's going to be inspected.

14 I say all of that to say how
15 many boots on the ground do we need to
16 add to you so that that can be
17 accomplished?

18 COMMISSIONER DiPIETRO: That's
19 a really difficult question to answer.
20 I think what we'll do, as I mentioned to
21 Councilmember Gilmore Richardson, that
22 the re-establishment of that
23 construction site group, I think what
24 the plan there is, and I don't want to
25 necessarily give away the whole strategy

1 in mind, but the plan is to do exactly
2 what you're saying, to sort of flood an
3 area with inspectors from the Department
4 whose sole purpose is to evaluate the
5 safety of that site and the quality of
6 life sort of things that the neighbors
7 might be dealing with, parking spa --
8 construction vehicles in parking spaces,
9 fences falling down, trash debris piled
10 on the sidewalks, sidewalks blocked that
11 shouldn't be, all of that sort of thing.

12 I think what we'll see is, the
13 idea behind that is to get them in
14 there, they will be unannounced
15 inspections. Like I said, we're working
16 a specific area. And what that will do
17 is that will develop a sort of a metric
18 for us to be able to determine how many
19 people do we need to staff something
20 like that where we can do that city-wide
21 on a regular basis, because again
22 they're also doing some complaint
23 response. I don't want to necessarily,
24 as I said, say where we're going to go
25 initially.

1 COUNCILMAN JONES: I can relate
2 to that. But the predictability part is
3 do you do inspections on weekends?

4 COMMISSIONER DiPIETRO: The
5 only -- not the construction
6 inspections. So there's two groups of
7 inspectors that work weekends. Our
8 emergency response inspectors, they
9 typically handle structure-related
10 problems, collapses, fires. And then we
11 have our nuisance group that handles
12 code enforcement things, nuisance
13 properties, those sorts of things.

14 COUNCILMAN JONES: So the word
15 on the street, and I do air quotes with
16 it, "is that if I bring in a crew of
17 folk to work on a house on the weekend,
18 there's no chance of getting stopped,
19 cease work, anything like that, so I can
20 work well into the night overnight, you
21 know, it doesn't matter what the
22 neighbors think because nobody comes out
23 to check my site." We cannot have that
24 predictability as a city.

25 And the question I would have

1 is for all these violations for these
2 people operating without proper permits,
3 how much is the City losing in revenue?

4 COMMISSIONER DiPIETRO: In
5 terms of -- so when we catch them,
6 that's a different thing. When we catch
7 them, we know sort of what the permit
8 fee is because it's the permit fee and
9 that fee is doubled. It's part of the
10 penalty for working -- if we don't catch
11 them, it's difficult to know. I've had
12 estimates all over the place, but more
13 often the example that you're giving it
14 sounds more like the work would be
15 visible even if you did it on Tuesday,
16 if we showed up on Tuesday, we would be
17 able to see the work.

18 But what I think you're
19 suggesting is more about the contractors
20 that are sort of working on weekends
21 into the night and then disappearing and
22 moving to the next project. That's a
23 bigger problem. Because what happens,
24 and I'm sure you've seen this, the
25 homeowner is the one that gets the

1 violation because we don't catch the
2 contractor working on Sunday night.
3 Unless it gets to the police or one of
4 our emergency inspector levels, we won't
5 know about it but we'll follow up say on
6 a Monday or Tuesday, so the issue is the
7 contractors.

8 COUNCILMAN JONES: So it's a
9 little more, it's that and then some.
10 There is a belief that there are crews
11 out of New York coming in here doing
12 what they do and then escaping on I-95
13 North. And I worry twofold. I worry
14 about whether or not people are getting
15 the proper work that needs to be done,
16 whether the OSHA issues are addressed
17 and whether or not we as a municipality
18 are losing revenue because these folks
19 aren't following the rules paying the
20 fees and escaping into the night with
21 our profits and revenues.

22 So what would it take to deal
23 with the problem? How do we -- do we
24 hire a night crew, a weekend crew? How
25 do we adjust to what insidious people

1 are doing to us to be able to kind of
2 check them?

3 COMMISSIONER DiPIETRO: There's
4 a couple of things we could look at, and
5 certainly expanding our weekend
6 presence, having inspectors available,
7 whether they're being called by the
8 police or 911 or fire boards, there's
9 something we can do. We can consider
10 some shift adjustments.

11 Right now it's different as we
12 mentioned because the inspector coverage
13 is sort of low and pulling them away
14 from the day shift, the normal
15 inspection stuff would be problematic.
16 We have to service those permits. But I
17 suppose it's a couple of different
18 things we could probably look at and
19 maybe in a pilot program to see how big
20 of a problem it is.

21 COUNCILMAN JONES: Well, I
22 appreciate that response. I look
23 forward to that kind of addressing of
24 the problem because there are certain
25 neighborhoods that are exploding with

1 construction. They're not even, you
2 know, you can ride down there from a
3 year ago and say, well, where did this
4 neighborhood come from, but I don't
5 think there's a corresponding measure
6 of -- and I'll end on this, we're
7 looking at a ton of new projects coming
8 from infrastructure money coming from
9 the federal government. We're looking
10 at a boom of private sector development
11 anyway. We have to get you ready to be
12 able to receive that influx of
13 activities.

14 I know you're expecting more
15 and differently than you did 10 years
16 ago. You're doing way more and I don't
17 know if you're doing it with the proper
18 resources. So I join my colleagues in
19 that concern. When you do your job, you
20 keep us safe.

21 Thank you, Mr. President.

22 COUNCIL PRESIDENT CLARKE:

23 Thank you, Councilman.

24 Chair recognizes Councilman

25 Domb.

1 COUNCILMAN DOMB: Thank you,
2 Council President.

3 And good afternoon,
4 Commissioner.

5 COMMISSIONER DiPIETRO: Good
6 afternoon, sir.

7 COUNCILMAN DOMB: How are you,
8 and I want to join in the chorus of how
9 responsive you've been and the great job
10 you and your team have been doing at
11 L&I. It's really great to see it. So
12 thank you so much for that. Let me ask
13 you a question: How long have you been
14 in this position now?

15 COMMISSIONER DiPIETRO: I took
16 over when former Commissioner Perri left
17 in October of '21.

18 COUNCILMAN DOMB: I thought it
19 was '20.

20 COMMISSIONER DiPIETRO: October
21 of '20. Sorry.

22 COUNCILMAN DOMB: October '20,
23 so it's been a year and a half roughly.
24 Are you the Commissioner or are you the
25 Acting Commissioner at this point?

1 COMMISSIONER DiPIETRO:

2 Technically, I'm the Acting
3 Commissioner.

4 COUNCILMAN DOMB: I think of
5 acting like you're trying out for a
6 part, right. And I think after a year
7 and a half I think you earned the part
8 so we should probably consider taking
9 out the acting at this point because
10 you've been doing a great job, but
11 that's just my opinion.

12 Anyway, I have to ask you a
13 question on the applications. I know
14 you had a flood of applications because
15 we changed the tax abatement at the end
16 of last year. So a couple of questions.
17 What's been going on in January,
18 February and March as far as
19 applications for new constructions? Is
20 it at a much lower level? How are you
21 seeing the applications coming in?

22 COMMISSIONER DiPIETRO: So we
23 definitely saw a drop-off from December.
24 That's for sure. In December, we hit a
25 high that we've not seen. But I can

1 tell you simply from just our regular
2 reporting that we do in terms of revenue
3 that the zoning permits are still high.
4 That was a bit of a shock, which we
5 expect those to go down, then go up,
6 that's always a good thing.

7 Zoning typically is preceded by
8 construction permits. Revenues are
9 still surprisingly strong. We're about
10 17 percent up over last year. Most of
11 that is driven by the permit activities.
12 The number of -- from 2020 I believe,
13 the number is almost -- from 2020 to
14 2022 it was up 21 percent. And from
15 last year, it's 17 percent, so it's
16 still pretty strong. And right now is
17 our busiest time of year because this is
18 when people tend to renew their rental
19 licenses and there's a whole lot
20 activity.

21 So I expect to see some pretty
22 strong revenues. Obviously, building
23 permits will level out but they're still
24 higher than we expected. So we're both
25 pleased for all those sort of actions.

1 COUNCILMAN DOMB: Right. Any
2 forecast in your opinion, strictly your
3 opinion, on the number of applications
4 or permits that were pulled to the
5 abatement, do you think we'll see 90
6 percent actually occur, 50 percent, any
7 thoughts on that?

8 COMMISSIONER DiPIETRO: You
9 know, I was in the 50 percent field some
10 time ago. I feel perhaps we'll see more
11 than that now. I feel some level of
12 confidence, and I'm basing this on the
13 fact that we're having a difficult time
14 hiring. We put an RFP out for specific
15 engineering, and we couldn't get very
16 many response or any responses at all.
17 So that's an indicator that the market
18 is still healthy and it's still better
19 opportunities for these firms, so I'm
20 optimistic that we'll see better than 50
21 percent of those projects built.

22 COUNCILMAN DOMB: Okay. Keep
23 in mind that we have seen in the last
24 three or four months mortgage rates
25 close to double from 2.75 to 5.25, 5.50

1 so that's going to double the monthly
2 cost for many of our homeowners and make
3 it a little more difficult to buy.

4 COMMISSIONER DiPIETRO: One of
5 the things that we're looking at now is
6 we're trying to measure the time frame
7 between when we issue a permit to when
8 it's finally CO'd. The purpose of that
9 is so we can work towards reducing that,
10 and maybe if we can shorten the
11 construction time, the construction
12 schedule that might help offset those
13 additional costs, meaning that'll be
14 something that'll make us more
15 attractive.

16 It's something we should do
17 anyway. It could be something that
18 makes us more attractive to other areas
19 on these where these folks might take
20 that money.

21 COUNCILMAN DOMB: And that's a
22 great thing to do so I applaud that.
23 Let me ask you a question: I'm hearing
24 about staffing issues. And
25 understanding there's different --

1 inspectors do all types of different
2 work in the City, and understanding it
3 might be difficult because every
4 department's having staffing issues and
5 so is the whole country for that matter,
6 not just Philadelphia.

7 Are there outside companies
8 that are Philadelphia-based, and I want
9 to say that strongly Philadelphia-based,
10 so they're Philadelphia companies, who
11 could maybe assist you in doing even
12 some of the lower-level work or whatever
13 work you could offload to them to allow
14 our inspectors to do more of the maybe
15 serious inspections? Is there a way to
16 combine outside contractors basically
17 that are Philadelphia-based with our
18 pool of people we have in your
19 department so we can provide more public
20 safety?

21 COMMISSIONER DiPIETRO: There
22 are actually a couple of different
23 things we can do when we're talking
24 construction inspections. It's a little
25 bit different on the code enforcement

1 side. For construction inspections,
2 we're looking to as I mentioned in the
3 open comments, the remote pilot. It's
4 our hope that that it is a productivity
5 boost because an inspector is not
6 traveling from site to site where we
7 spend a lot of time.

8 In fact, in my earlier comments
9 when I mentioned about five to seven
10 inspections a day, just construction
11 inspections, that's typically like six
12 sites. That inspector, he or she is
13 driving from six different sites.
14 There's a lot of wasted time in that, so
15 we're hoping the remote inspection will
16 help to sort of capitalize on that.

17 We're really taking a look at
18 the number of required inspections,
19 inspections that must be conducted and
20 seeing where we can build some
21 efficiency by either combining them or
22 with the necessary inspections or
23 perhaps using a third party to do those.
24 When it comes to the work of the actual
25 construction, the L&I inspectors, it

1 gets a little tricky because that's a
2 unionized workforce. And so, we'll be
3 talking about something like perhaps an
4 overflow, if it gets to a certain level,
5 the overflow would go to a third party.

6 I don't know that there's
7 actually City-based agencies that do
8 that. I know there are agencies that do
9 that and they do it well, and it's
10 fairly common to use in other parts of
11 the country. Washington, D.C. does it.
12 Our friend the BIA have sort of
13 mentioned being able to have an option.
14 So I mean, it's definitely worth talking
15 about. It's a smart way to do it in
16 terms of cost to the City because it's
17 less expensive and it can save the L&I
18 inspectors for much more as you
19 mentioned best (inaudible) or its
20 investigation folks, people that do
21 their investigations of contractors and
22 make sure they're properly licensed and
23 make referrals to revenue when they find
24 contractors that aren't paying the
25 appropriate taxes. That can certainly

1 be bolstered by allowing our City staff
2 to move over to that. So there are
3 definitely a number of things that we
4 are doing and can do, but I think there
5 is a time that that's worth a
6 conversation.

7 COUNCILMAN DOMB: Okay. I
8 appreciate that, and we'll circle back.
9 I know Councilmember Squilla is also
10 interested in this topic, so we might
11 tag-team after this hearing and come
12 back and ask you for some solutions and
13 ideas on how to make it safer for the
14 City.

15 Now, I saw this fire that
16 happened on the weekend. It's such a
17 sad story, that they didn't have a smoke
18 detector in the building, and that could
19 have been avoided and those lives could
20 have been saved. It's just horrible to
21 see that stuff.

22 Anyway thank you, Commissioner.
23 And I hope my comments are only in the
24 positive that you're no longer acting,
25 you were acting out the job, you should

1 be the Commissioner. Thank you very
2 much.

3 Thank you, Council President.

4 COUNCIL PRESIDENT CLARKE:

5 Thank you, Councilman.

6 Chair recognizes Councilman
7 Thomas.

8 COUNCILMAN THOMAS: Thank you,
9 Council President.

10 And good afternoon, everybody.

11 I want to first start by saying thank
12 you. I guess I have to say Acting
13 Commissioner after that line of
14 questioning, but to our leader of our
15 L&I Department for the work that you're
16 doing as well as your team.

17 I have to take a moment and put
18 on my Councilmember Parker hat and give
19 a special shout-out to Lisa Adams in the
20 L&I Department who worked very closely
21 with my staff on a number of different
22 issues. As the Chair of Streets and
23 Services Committee, I often get
24 inquiries that one would probably argue
25 should go to a District Councilperson,

1 but we will never tell a constituent
2 that we can't help them.

3 We always do our best to help
4 our constituents, and we would not be
5 able to help people with some of the L&I
6 issues that we face without the great
7 work of Lisa Adams and all the other
8 people over at L&I. So thank you to all
9 of you. I appreciate you.

10 I just want to get some things
11 on the record as it relates to the memo
12 that my office sent around L&I. And
13 clearly, we had significant dialogue
14 around some of this stuff already. But,
15 Commissioner, if you don't mind if you
16 can just take a minute to talk about
17 your vision as it relates to hiring more
18 staff, as it relates to improving
19 technology and putting us in a position
20 to really address some of the issues we
21 know we're facing with the underground
22 economy as well as the support systems
23 that we talked about being in place with
24 the nightlife economy position? That's
25 my only comment and question. I'll go

1 on mute and listen to your response.

2 And I just again want to say thank you.

3 And thank you, Council

4 President, for giving me the opportunity
5 to make my comment.

6 COMMISSIONER DiPIETRO: Thank
7 you. So there's a couple of different
8 things. With respect to the nighttime
9 economy, I think there's definitely some
10 room for the Department to sort of
11 participate in a more aggressive stance
12 there. I think what we have, as you
13 recall we have our Nuisance Property
14 Committees. There's several staff
15 that's assigned permanently, and then
16 they pull from a larger pool inspection
17 staff. But I'd like to be able to see
18 that shift into a more aggressive and
19 maybe even a larger dual shift unit that
20 works in the day and has a presence at
21 night.

22 Now, we currently do that, but
23 that's mostly through an overtime. So
24 I'd like to see us expand on a potential
25 second shift to support the nighttime

1 economy. I think that's necessary. And
2 the good thing about it, and
3 Councilmember Gilmore Richardson knows,
4 part of our paraphernalia inspections
5 requires police support.

6 And I think if you're able to
7 sort of coordinate that on a more
8 regular basis, the City will be much
9 more effective in dealing with them. So
10 the nighttime economy I think it's worth
11 having a conversation and seeing what we
12 can do to provide more support there,
13 and we're certainly willing to do that.

14 With respect to the hiring
15 process, I think two things are
16 happening, that the development of the
17 Community College program I think is
18 really going to be a gamechanger for us
19 in terms of opening up that job title to
20 a much larger pool. In very many ways,
21 in advance of that we revised the job
22 title as sort of making a little bit
23 easier for folks to get in from like the
24 nontraditional backgrounds. Folks that
25 didn't come from the constructive

1 industry, but have the skill and
2 knowledge and ability to do the job.

3 And so, the CCP program I think
4 dovetailed with that change will help
5 with our recruiting. Now, we do have
6 some challenges in terms of recruiting
7 as I mentioned several times because
8 we're competing with private sectors
9 that can actually provide far better
10 benefits in terms of pay and company
11 vehicles, and it's always going to be
12 difficult. I'm sure that folks here
13 know that L&I inspectors as a rule use
14 their own vehicles, so I think coupled
15 with a greater outreach in terms of
16 where we're going, who we're talking to
17 and making the -- removing some of those
18 barriers to entry, I think that's a key
19 to L&I's future.

20 More importantly perhaps is the
21 internal promotion stuff. What we find
22 is that it's very difficult to hire for
23 those higher level positions to L&I from
24 the outside because there's no direct
25 equivalent, so building people

1 internally to move into those positions.

2 Every time we've done that it's
3 been an absolute success, and I think we
4 need to continue that. Part of that
5 again is the partnership with Community
6 College getting them, whether it be a
7 certificate program or a degree program,
8 that allows them to qualify. And to a
9 much larger effort, the City is looking
10 to reducing some of the higher sort of
11 manager level job titles, which we
12 typically require Bachelor's degrees
13 which are really good to have, but in
14 L&I it's really no substitute for
15 experience. It's really no substitute
16 for the knowledge that our folks built
17 for a career here. So I think those
18 things together will make a much better
19 experience and much more lasting
20 experience and help us both encourage
21 folks to come into this line of work and
22 retain them.

23 When it comes to staffing, the
24 key to consider is really how large do
25 you want to make it. Right now our

1 staffing is able to keep up with the
2 demand, but I know that that's not
3 necessarily where we want to be. We
4 want to be able to expand the things
5 that we're doing into various areas,
6 into various problems.

7 I think in the near future I
8 hope to share some of the results from
9 our program inspections on our code
10 enforcement side, which are very
11 neighborhood-focused, neighborhood-
12 targeted. I think the results from
13 those inspections are going to be
14 very -- people are going to be
15 surprisingly pleased to see what we're
16 doing. So the real question is how much
17 larger can they be, how much more
18 resources are we willing to put into.
19 And again, we're willing to have that
20 conversation. We're ready.

21 COUNCILMAN THOMAS: Thank you
22 Commissioner.

23 I'm good to go. Thank you,
24 Council President.

25 COUNCIL PRESIDENT CLARKE:

1 Thank you, Councilman.

2 Chair recognizes Councilwoman

3 Gauthier.

4 COUNCILWOMAN GAUTHIER: Thank
5 you, Council President.

6 And good afternoon,
7 Commissioner.

8 COMMISSIONER DiPIETRO: Good
9 afternoon.

10 COUNCILWOMAN GAUTHIER: It's
11 good to see you. My time is short so
12 I'm going to jump right into my
13 questions. But like other
14 Councilmembers, I appreciate your work
15 and the work of your team, especially
16 Lisa Adams and I also concur that we
17 should chop the acting off of your
18 title.

19 L&I does not have enough
20 inspectors to adequately respond to the
21 illegal business activity, illegal
22 construction activity and the blight
23 that plagues parts of our City,
24 especially areas experiencing high
25 levels of gun violence, some of which

1 are in my District. And there's a
2 direct connection between L&I's
3 enforcement capacity remediating blight
4 and other illegal activity and a
5 decrease in gun violence.

6 And if we're serious about
7 reducing gun violence and providing
8 equitable City services, we need to give
9 you and your team the resources
10 necessary to hire and maintain a full
11 force of inspectors that can respond to
12 issues that are plaguing our
13 communities.

14 Based on your conversation with
15 Councilmember Gilmore Richardson, I
16 wasn't clear on the number of L&I
17 inspectors assigned to each inspector
18 unit and number of vacancies. Can you
19 please follow up with Council in writing
20 with the number of inspectors broken
21 down by unit and the number of
22 vacancies? And can you also note how
23 many of these inspectors, if any, are
24 used for multiple purposes?

25 COMMISSIONER DiPIETRO:

1 Absolutely.

2 COUNCILWOMAN GAUTHIER: Thank
3 you. Am I correct that there are six
4 L&I inspectors assigned to the West
5 District?

6 COMMISSIONER DiPIETRO: The
7 West District it depends. So we have
8 two units that work out there. We have
9 the Construction Unit and we have the
10 Code Enforcement Unit. And the West
11 District is actually broken into two.
12 It's broken up into our Central West and
13 our Regular West.

14 COUNCILWOMAN GAUTHIER: I'm not
15 talking about West Central, which I
16 understand to be the western part of
17 Center City. I'm talking about West
18 Philadelphia.

19 COMMISSIONER DiPIETRO: So
20 yeah, the West Construction group is
21 six -- is four construction inspectors
22 and the code enforcement inspectors,
23 there's six.

24 COUNCILWOMAN GAUTHIER: Okay.
25 And how many L&I inspectors in total are

1 assigned to the Central East District,
2 which would be East Center City?

3 COMMISSIONER DiPIETRO: So let
4 me -- I'll have to look at them. I'm
5 sorry. I don't have that right away.
6 Central East, I'll get you the number of
7 construction inspectors and the number
8 of code enforcement inspectors.

9 COUNCILWOMAN GAUTHIER: Do you
10 have an estimate, especially as compared
11 to what's going on in West Philadelphia?

12 COMMISSIONER DiPIETRO: Well, I
13 can certainly -- Central West, which is
14 University City, in that area, it's a
15 fairly large area. It's a much bigger
16 district so there's nine construction
17 inspectors in Central West and four code
18 enforcement inspectors.

19 COUNCILWOMAN GAUTHIER: And
20 what about Central East?

21 COMMISSIONER DiPIETRO: I'm
22 sorry. I'm looking for it.

23 COUNCILWOMAN GAUTHIER: Okay.
24 If you could follow up with that
25 information, it would be helpful. How

1 many people work in the Nuisance
2 Property Unit and how many of those are
3 inspectors?

4 COMMISSIONER DiPIETRO: So the
5 Nuisance Property Unit consists of a
6 supervisor, Renee Rinehardt. There's
7 inspectors that are assigned full-time
8 to the unit. And then there's a list of
9 inspectors that they pull from the
10 districts to work overtime. So at any
11 given day, there's two inspectors and a
12 supervisor, and then there's a list of
13 inspectors from the rest of the
14 Department that can fill in.

15 So every weekend there's a
16 list, a team of two working the Nuisance
17 Unit, and there could be anywhere from
18 10 -- the inspectors, the overtime is
19 voluntary so they don't have to do it.
20 There could be a list of 10. There
21 could be a list of 15. It fluctuates
22 depending on where folks, you know,
23 whether or not they're able to do the
24 overtime because it's pretty intense,
25 the nuisance property stuff.

1 They're out there Friday night,
2 Saturday night. They're responding to
3 times during the weekend, whatever's
4 needed. It's always off hours and it's
5 always sort of risky stuff.

6 COUNCILWOMAN GAUTHIER: What's
7 your opinion on the capacity that we
8 have in that unit versus the level of
9 nuisance business activity that we have
10 here in the City?

11 COMMISSIONER DiPIETRO: So that
12 unit is really focused more on nuisances
13 where there's assemblies. They
14 typically look at illegal and unlawful
15 nightclubs where there's lots of people,
16 where there's great potential for
17 danger. Now, when you go down to the
18 nuisance business thing, that
19 encompasses a whole lot of different
20 properties. They can change from corner
21 stores that might be selling drug
22 paraphernalia or any of those other
23 things, so it really varies. And those
24 are handled a little bit differently.

25 A lot of that nuisance stuff is

1 really an issue identified by the Police
2 Department. So in response to community
3 concerns or police investigations, they
4 will escalate that to L&I for potential
5 license action, so we might be doing a
6 license revocation or something like
7 that. The Nuisance Unit, the stuff that
8 our folks go out on are really safety-
9 related and sometimes it's the safety of
10 the occupants. It's not only the safety
11 of the surrounding community.

12 COUNCILWOMAN GAUTHIER: Okay.
13 And what do you think about your current
14 capacity versus the level of activity
15 that we have with all of that nuisance
16 activity, whether we're talking about a
17 nightclub or whether we're talking about
18 a business that's plaguing its
19 surrounding community?

20 COMMISSIONER DiPIETRO: I do
21 have concerns about nuisances,
22 especially in nightclubs and speakeasy
23 types, nuisance businesses in general
24 because what we've recently seen as
25 businesses go out of business, as

1 landlords become a little more desperate
2 for some level of rent, they're renting
3 to businesses that are not necessarily
4 following rules and we wind up having to
5 chase them around the City.

6 The real key about that, and I
7 think Councilmember Curtis Jones
8 mentioned this, is being able to get
9 there timely. We can handle those
10 things in 10 days, 20 days, but I don't
11 think that that's really going to help
12 when it's a particular nuisance or
13 something that's particularly dangerous
14 to the public or the occupant. So the
15 real question is how many people do we
16 need to get there in a timely fashion,
17 to be able to get there. I think that's
18 along those lines of perhaps that second
19 shift that we spoke about, about
20 detailing some inspectors to work those
21 nighttime hours and to be able to be
22 there on a more regular basis.

23 COUNCILWOMAN GAUTHIER: Okay.
24 You talked a lot about serious hiring
25 and retention challenges. For retention

1 challenges I've heard you reference
2 increased salary and potentially
3 providing City cars and increasing
4 internal training opportunities. So how
5 much do you estimate it would cost to
6 implement these strategies?

7 COMMISSIONER DiPIETRO: It's
8 sort of difficult. Those are things
9 that we heard -- that's information that
10 we gleaned from exit interviews with
11 some of the staff that left. I have to
12 include sort of workload. I think
13 that's one of the bigger drivers that
14 folks leave this City. They go to
15 private inspection agencies and their
16 workloads tend to be lower. There's a
17 lot of the options. We demand a lot
18 from our inspectors as City employees,
19 so there's a number of different things.

20 It would be very difficult to
21 know about what we're talking about.
22 Vehicle purchases can be quite
23 expensive, and maybe that's something
24 better-suited to I think as Councilman
25 Domb mentioned a discussion about third

1 party assistance in terms of taking the
2 more mundane inspections so our folks
3 can concentrate on these other things,
4 these higher priority, things that are
5 sort of plaguing communities and
6 nuisances and things like that.

7 COUNCILWOMAN GAUTHIER: Okay.

8 I'll close out with this, in 2021,
9 Commissioner, according to 311 the 14
10 zip codes with 78 percent of the
11 shooting victims submitted 68 percent of
12 the vacant lot complaints, 68 percent of
13 the vacant property complaints and 58
14 percent of the property maintenance
15 complaints across the entire City.

16 And so, that tells me we're not
17 sending enough City resources to these
18 areas. That includes L&I inspection and
19 follow-up enforcement personnel.

20 Commissioner, from your perspective I
21 understand that you need to work with
22 what you're allocated, but we need a
23 plan to respond to these issues in areas
24 that are experiencing these severe
25 levels of gun violence. And I hope to

1 follow up on some of these issues later,
2 and I look forward to partnering with
3 you and your team. Thank you.

4 Thank you, Council President.

5 COUNCIL PRESIDENT CLARKE:

6 Thank you. Thank you, Councilwoman.

7 Chair recognizes Councilwoman
8 Gym.

9 COUNCILWOMAN GYM: Yes. Thank
10 you very much, Council President.

11 Good afternoon, Commissioner.
12 Thank you for your time today.

13 COMMISSIONER DiPIETRO: Sure
14 thing. Thank you.

15 COUNCILWOMAN GYM: So I wanted
16 to follow up on a number of the
17 questions around the number of
18 inspectors. You know, we really see you
19 on the front lines of public safety. It
20 may not be directly dealing with gun
21 violence or intervening in direct cases.
22 But in terms of overall public safety,
23 we absolutely 100 percent see you and
24 your team as being on the front lines of
25 that.

1 We also see you as a revenue
2 generator for the City actually. You're
3 one of the few departments that has the
4 opportunity to leverage fines, to hold
5 entities accountable who are building
6 all across the City at great profit and
7 who are, you know, and if they are not
8 following the law or breaking the law,
9 you have not only the opportunity to
10 collect, but you're one of the few
11 departments that has the opportunity to
12 leverage fines to hold entities
13 accountable who are building all across
14 the City at great profit and if they are
15 not following the law, breaking the law,
16 you have the not only the opportunity
17 but the obligation to hold them
18 accountable.

19 So on those two fronts, I know
20 a number of my colleagues have raised
21 concerns. Last year could you share how
22 many inspectors you added to your
23 overall building and coding inspectors,
24 that you added to your overall pool of
25 staffing?

1 COMMISSIONER DiPIETRO: Last
2 year we didn't hire any -- there weren't
3 hires last year at all.

4 COUNCILWOMAN GYM: And your
5 written testimony today indicates that
6 you are not currently planning to have
7 any additional budgeting inspectors for
8 FY2023?

9 COMMISSIONER DiPIETRO:
10 Correct. The inspectors that we're
11 bringing in, the two groups of 20 are
12 basically backfilling existing
13 vacancies.

14 COUNCILWOMAN GYM: Okay. And
15 so, I guess one of the concerns we have
16 raised which you, yourself, have
17 identified is extremely hard because of
18 the workload and the range of the
19 responsibilities for any individual
20 inspector, it's hard to address that
21 workload to make the job more appealing
22 if you're actually not trying to reduce
23 the workload; would you agree with that?

24 COMMISSIONER DiPIETRO: Yes,
25 that's a part of it. The workload is

1 definitely, again -- we hear over and
2 over that that's one of the stressors of
3 the inspections there.

4 COUNCILWOMAN GYM: So not being
5 able to expand your staffing means not
6 only are you continuing to backfill
7 vacancies, but you're actually
8 potentially not building a sustainable
9 department if you have a high level of
10 turnover or people who get hired are
11 dissatisfied or overwhelmed with their
12 jobs?

13 COMMISSIONER DiPIETRO: Yeah.
14 The turnovers I mentioned is a little
15 bit unusual in the past few years.
16 That's probably consistent with many
17 others. So we saw a significant amount
18 of turnover, much more that I've seen in
19 my career with the Department.

20 COUNCILWOMAN GYM: Yeah. But I
21 do think the quality of work and I'm
22 sure your team knows that, one, they
23 take pride and ownership in the work
24 that they do, but also it's just the
25 City is liable if we don't do it well.

1 Is there a reason then why you are not
2 expanding inspectors or seeking to
3 expand positions that may include the
4 creative ways to address recruitment,
5 staffing and retention?

6 COMMISSIONER DiPIETRO: Yeah.
7 The biggest challenge that we have right
8 now is simply our ability to process
9 someone from an entry level into
10 inspector role. As I mentioned, we know
11 we can handle a group of 20 inspectors
12 fairly efficiently. Meaning, we can get
13 them onboarded, get them the training
14 they need, get them the experience and
15 deployed where they're helping.

16 The biggest challenge I think
17 in addition to the fact that the pool
18 just isn't there, our inspectors are so
19 attracted to the private industry, that
20 we're fighting with them to sort of
21 retain, to get new talent. But the real
22 issue, I think the biggest issue for us
23 is just the internal difficulties that
24 we have processing.

25 If there's only -- hiring

1 inspectors for every inspector that you
2 see, I often say there's at least three
3 other people that you don't see.

4 There's people that do all that other
5 stuff, the support work. And it's not
6 just L&I. It's OIT. OIT, we have a
7 very technologically advanced workforce.
8 The laptops and the printers and the
9 phones, this is what requires support.

10 COUNCILWOMAN GYM: No, I
11 understand. I mean, look, I am very
12 sympathetic to this issue. It doesn't
13 matter what department we're talking
14 about right now. We're dealing with a
15 massive crisis within the School
16 District of Philadelphia. The only
17 thing I would urge you to do is that,
18 one, we need to expand the number of
19 inspectors. I just don't think that
20 there's any question you're hearing
21 that, and your job needs to pivot into
22 HR.

23 Our biggest crisis right now is
24 around staffing, is around generating
25 confidence, interest, enthusiasm and

1 energy around working for the City of
2 Philadelphia, putting on a uniform or a
3 badge or holding those things up and
4 proudly representing the City. That is
5 on our leadership. Those are on our
6 agency. It's on you as Commissioner to
7 make that a central priority. I said
8 that very clearly. It's normally an HR
9 issue. It's now your number one thing.

10 And so, I think all of us need
11 to get better at it. But I do worry and
12 I do feel like the Department can't
13 truly address its circumstances if it's
14 frozen at staffing levels that are, one,
15 unbearable for the current workload of
16 your current inspectors. And then, two,
17 potentially has the ability to, I think
18 we're clearly seeing this, not meeting
19 the need that's out there.

20 I'm going to move on to another
21 question. I mentioned that the
22 Department does revenue generation.
23 Last year how much -- because I know you
24 mentioned that you thought your fines
25 were pretty high. How much did you

1 actually bring in, in revenue last year
2 through fines?

3 COMMISSIONER DiPIETRO:

4 Specifically through fines, I don't know
5 but I can get the number for you. I can
6 tell you we categorize this in a couple
7 of different ways because fines happen
8 in different places. They happen at the
9 ticket level. They happen at the notice
10 of violation level. Our Audits and
11 Investigations Unit, for example, issues
12 direct fines to contractors.

13 I can tell you I know just
14 offhand in our Audits Investigations
15 Unit just this year so far they issued
16 almost \$600,000 in fines, so we can get
17 the number of fines we issue and then
18 the number that is actually paid but
19 it's sort of difficult because that goes
20 over time.

21 COUNCILWOMAN GYM: And
22 standardly, would you say the fines are
23 double the permit fines? What are they
24 usually done? Do you feel like the
25 fines are dissuasive? Because my

1 experience, and you've been very good
2 because I know you find some folks
3 around when I've called in a few and we
4 follow up a little bit, but it feels
5 like there's a number of developers who
6 feel like they shrug them off, and has
7 there been an interest in looking at
8 fines and the fine structure to make
9 sure that they are appropriately
10 dissuasive, particularly for repeat
11 offenders and for individuals who pose
12 grave danger? So it's not like if you
13 may have a fine, if it's a repeat
14 offender or if it's somebody in which
15 they pose this great risk, do you have
16 the ability to review that fair
17 structure?

18 COMMISSIONER DiPIETRO: So
19 first, all the fines that are led by the
20 Department are codified, they're within
21 the code. So the class is up to what's
22 permissible by state law. Now, when it
23 comes to developers and contractors, our
24 Audit Investigations Unit really does
25 have some pretty serious fines. It's

1 \$1000 a day for violation against the
2 contractor. That's the unit I mentioned
3 earlier that almost \$600,000 in fines
4 this year. They've been really very
5 aggressive.

6 Now, some additional staffing
7 there will help that in a long way.
8 What I think to your point, fines are
9 good to a point. But when you get the
10 absolute disregard for public safety,
11 that needs to be (inaudible).

12 COUNCILWOMAN GYM: Yeah. And
13 how many revocations and suspensions
14 have you issued last year?

15 COMMISSIONER DiPIETRO:
16 Specific to -- well, that's typically a
17 con --

18 COUNCILWOMAN GYM: Of
19 construction.

20 COMMISSIONER DiPIETRO: Yeah.
21 I don't have the number off the top of
22 my head. Let me ask.

23 Will Fernandez, can you come on
24 and answer the Councilmember's question.

25 MR. FERNANDEZ: Good afternoon,

1 Councilwoman Gym.

2 COUNCILWOMAN GYM: Good

3 afternoon.

4 MR. FERNANDEZ: Hi. So in

5 Fiscal Year '22, Audits and

6 Investigations has issued seven license

7 suspensions or license revocations. A

8 few of those were for -- maybe two of

9 them were for a period under six months.

10 At least one was a permanent revocation

11 and most of them are 12 months and up.

12 So that's obviously a very significant

13 step when we do take it. We tend to

14 look for instances where there is

15 willful or intentional wrongdoing or

16 risk to public safety created by the

17 contractors' violations, but that's the

18 number in this fiscal year.

19 COUNCILWOMAN GYM: So the bell

20 rang and I'm going to go to a second

21 round of questions, but I do want to

22 suggest that you need to relook at this

23 because seven in a year, I know that

24 there have been a number of complaints

25 and serious concerns. I think that

1 there was one that we dealt with a year
2 ago that was extremely serious and we
3 are surprised at how long it took.

4 Now, again I understand that a
5 revocation and a suspension is a serious
6 act. Revocation is different than
7 suspension. Suspension -- to have a
8 total of revocations and suspensions be
9 only seven, I'd be surprised. If you
10 had revocations at seven, I would
11 understand. But suspension of activity
12 on dangerous places, especially those
13 who are repeat offenders or repeat
14 violators, I definitely think the
15 Department has to look at that.

16 It's an important tool to
17 assess. It's a serious step and it lets
18 unscrupulous individuals or those who
19 are operating illegally know that this
20 Department is serious about the public
21 safety, about neighborhoods, communities
22 and children.

23 Council President, I'll have a
24 second set of questions. But thank you
25 very much, Commissioner.

1 MR. FERNANDEZ: Thank you.

2 COUNCIL PRESIDENT CLARKE:

3 Thank you, Councilwoman. I think we
4 have a second round coming up shortly.

5 Chair recognizes Councilman Oh.

6 COUNCILMAN OH: Thank you very
7 much, Council President.

8 Good afternoon, Commissioner.

9 I'm going to try to thin this down. We
10 all have the same questions I think, and
11 I'll try to get past that. Council
12 approves the budget. The budget is
13 presented to us by the Mayor. We would
14 all like you to have more resources and
15 personnel. But realistically kind of
16 given the circumstance that you're kind
17 of confined by your boss the Mayor and
18 us here in City Council, what is the
19 most realistic thing that you can
20 suggest to us in terms of what we can do
21 to help you do the kind of job the
22 citizens want you to do?

23 And I'm going to break that
24 into two things: One is you have to
25 inspect and ensure that those legal

1 operating businesses are complying, but
2 there's also all the noncriminal
3 activity that are code violations that
4 happen at 2 o'clock in the morning,
5 4 o'clock in the morning that I don't
6 think you have the personnel to do to
7 handle that, and that quite frankly
8 people don't want to do on the weekend
9 and very late at night in possibly
10 dangerous circumstances.

11 What is the way that you can
12 advise us or recommend to us that you
13 can actually take a big bite out of
14 that?

15 COMMISSIONER DiPIETRO: The
16 first step is to sort of identify where
17 the priorities are and what we're
18 looking at and sort of determine what
19 the expectation is. In many cases, and
20 I think Councilmember Gym mentioned, the
21 investigations take, they're very long.
22 There's a great deal of information and
23 evidence gathering. There's appeal
24 processes and such. So it's helpful to
25 understand, you know, it's best if we

1 can focus our efforts on a group of
2 things.

3 I think what we're trying to do
4 with our code enforcement and some of
5 our program stuff, I think Councilmember
6 Gauthier mentioned this, it's sort of
7 looking at specific areas in the City
8 where we can put our resources and do
9 what we do in a targeted and strategic
10 way to get out. So it's good to know
11 what those things are.

12 It's also good to know the
13 things that may not be such a priority,
14 things that by definition is we're all
15 in government, we know very often it's
16 about prioritizing resource allocations,
17 sometimes we have to be able to make
18 those tough decisions.

19 So I think I know exactly --
20 and sometimes it's really like
21 neighborhood specific, what are the
22 things that are plaguing this
23 neighborhood. What can L&I do and do
24 reasonably well and what are the
25 resources we need to make sure we do

1 that. And I think that we had real
2 success with our initial door to window
3 program. And the reason that success
4 existed, that was a program where we
5 sort of attached some real benefits to
6 neighbors in terms of reducing blight
7 and increasing property values.

8 And the reason it was
9 successful is because it was targeted.
10 We dedicated resources to it. We
11 identified the areas in the City where
12 we were going to run a program. We had
13 some additional staffing in the Law
14 Department to be able to prosecute the
15 cases and that was pretty effective, and
16 that's why I have such a high level of
17 confidence in doing programs specific to
18 the neighborhoods where the problems
19 vary.

20 COUNCILMAN OH: Let me ask you
21 or give you an example. So in a
22 residential area adjacent to a
23 commercial block, there is a store but
24 at night they welcome people to the
25 second and third floor where they run an

1 illegal club. They're not licensed to
2 sell alcohol. They're not licensed to
3 sell anything. They sell things.
4 People go there, they're out until
5 4 o'clock in the morning. They're
6 drunk. They're on the street, and they
7 call the police and they call the
8 police.

9 It's not necessarily a crime,
10 but it's a type of thing where people
11 are just frustrated that they cannot get
12 any answers, so there is a legitimate
13 business operating on the first floor.
14 It opens and closes. But on the second
15 and third floor starting at whatever
16 time until 4 o'clock or 5 o'clock in the
17 morning, loud music and all that stuff,
18 they would I expect want to contact L&I.
19 L&I, if they had the personnel on
20 Saturday night would come out there.
21 And what is their power to immediately
22 shut it down?

23 COMMISSIONER DiPIETRO: So what
24 you're basically describing for all
25 intents and purposes is an illegal

1 speakeasy, right. So that's what we
2 refer to as --

3 COUNCILMAN OH: Yes.

4 COMMISSIONER DiPIETRO: -- and
5 what we typically do in those, the first
6 thing we do is we find these out from a
7 different place, sometimes the Police
8 Department forwards them, Liquor Control
9 Enforcement, Council Offices, as I
10 mentioned earlier, the neighbors know.
11 They know what's going on in their
12 neighborhood. They'll tell you if you
13 just listen.

14 That's the reason why we sort
15 of try to make as many as those
16 community meetings and dialogue with the
17 Council Offices because we get the best
18 information from there. So they do
19 know. And what happens once we find out
20 about it, we do some research on the
21 ownership of the building, do a lot of
22 that preliminary work. And then our
23 Nuisance group will go out. They're out
24 every weekend, and they'll go out and
25 the first thing they'll do is they'll

1 watch and see what's going on.

2 These can be hit or miss. You
3 know, they're there one weekend, they're
4 not. As part of our investigation into
5 the owners, we'll do some social media.
6 Data mining to see if there's a presence
7 on social media, very often the case.
8 But with regard to the enforcement, in
9 those cases it's very often it's an
10 immediate cease because there's almost
11 always a danger to the occupants.

12 These places are typically not
13 set up to be assembly spaces. They
14 don't have the required exiting, the
15 required fire alarm system. You can
16 imagine in the event of a fire, the fire
17 department shows up, they're not
18 prepared to do aerial rescues of people.
19 They're not expected to find 25, 50
20 people crammed into a second or third
21 floor bar. These are very often younger
22 people who may not think very clearly
23 about, hey, how do I get out of this
24 building in case of a fire. So most of
25 the time if there's completely unlawful

1 use, it's going to be a stop immediately
2 because it's almost always an extreme
3 danger. And that's really the --

4 COUNCILMAN OH: Can you enhance
5 your inspectors capabilities through the
6 use of technology? And what I mean is
7 mobile technology like drones, cameras,
8 video recordings, things like that?

9 COMMISSIONER DiPIETRO: Yeah.
10 I mentioned in my opening comments about
11 the remote inspection tool. This is
12 something that lots of jurisdictions are
13 dealing with, by no means sort of out
14 there on the vanguard thing, but it is
15 something that does have the ability to
16 increase productivity, to decrease the
17 intrusive nature of inspections for a
18 tenant in a rental property perhaps that
19 may refer prefer to have a remote
20 inspection done using their iPhone or
21 something along those lines, rather than
22 have an inspector physically in their
23 space.

24 So, yeah, we're looking at
25 piloting that. That's under way now.

1 I'd love to see that expand. I think
2 there's no replacement. Unfortunately,
3 at times for on the boots, you know, on
4 the ground -- boots on the ground sort
5 of inspections for people in the field.
6 The neighbors I think react to that, but
7 we do use technology.

8 I mentioned also earlier that
9 all our inspectors use mobile devices to
10 record results, take pictures, record
11 information and find information about
12 properties that complaints have been
13 made, so we do a good bit of it. We
14 piloted a drone program some years ago.
15 There were some complications. It's
16 helpful in our construction, our
17 dangerous building work because you can
18 see the rooftops, but we've got good
19 data in our imagery that's really
20 helpful, and it would be good to spend
21 some money I guess updating that.

22 COUNCILMAN OH: Thank you very
23 much. My time is up.

24 Thank you, Council President.

25 COUNCIL PRESIDENT CLARKE:

1 Thank you. Thank you, Councilman.

2 Chair recognizes Councilman

3 Squilla.

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

6 Thank you, Commissioner

7 DiPietro. I appreciate all the
8 questions that you have been asked and
9 answering. Obviously, there's a lot of
10 redundancy in questions. We talked
11 about hiring additional staff and we
12 know the challenges of getting them up
13 and running. But is there any talk of
14 increasing the base pay to attract more
15 people to going to L&I inspectors?

16 COMMISSIONER DiPIETRO: Well,
17 we actually are -- we're working on it's
18 part of our racial equity plan. One of
19 the things we're trying to do is raise
20 we call it paid parity. Something we've
21 actually been engaged in for several
22 years, for code enforcement inspectors,
23 to raise their pay to be sort of similar
24 to what we see on the top end of the
25 construction inspection.

1 Pay overall, we did this a few
2 years ago when we looked at several
3 surrounding communities like New York
4 City, for example. Now, of course New
5 York City tends to have higher pay but
6 it has higher cost of living. We did
7 this a few years ago and that was
8 largely the impetus of getting the
9 construction inspector raises that we
10 got a few years ago.

11 Now, I think a pay raise is
12 something definitely looking into. I
13 think there is a discussion about
14 vehicle use. As I mentioned, the
15 inspectors use their own vehicles and
16 that could be a difficult sale for
17 folks. It's expensive, especially now
18 with gas. They get reimbursed for
19 mileage. There are other things we can
20 do in terms of increased job
21 satisfaction, building a career path so
22 that they can actually move into -- not
23 everybody wants to be an inspector for
24 their entire career. They can move into
25 the supervisory role. They can move

1 claims examination. So we're looking at
2 it from a bunch of different ways. Pay
3 is always one. But there's a bunch of
4 different things in terms of job
5 satisfaction.

6 But largely, it's important to
7 note that the L&I inspectors are in a
8 tremendous amount of pressure. You all
9 know that the public expects a lot from
10 us. We expect a lot from our staff and
11 that could be difficult. Folks find it
12 sometimes overwhelming. So, yeah, we're
13 looking at a bunch of different ways to
14 make the job more attractive.

15 COUNCILMAN SQUILLA: Yeah.
16 We're looking at it which is great. Is
17 it budgeted to have these additional
18 opportunities put for this year moving
19 forward?

20 COMMISSIONER DiPIETRO: Yeah.
21 I think we -- this year I think we're --
22 one of the budget asks that we had and
23 was proposed is to sort of get us back
24 even on our Class 100. We got a little
25 upside down, that Class 100 due to

1 promotions and pay raises, which are
2 normally good things. That's folks
3 moving into greater positions of
4 authority, so that was good. But there
5 was also a bit of a created issue for
6 us, so that money gets us back to sort
7 of even.

8 And we do have the money in
9 terms of what we're looking to do in
10 terms of code enforcement side of the
11 pay parity. And again, much like our
12 limitation is with new hires, same thing
13 here, it takes us time to work through
14 those processes to go through the civil
15 service process to have pays
16 re-evaluated and raised. But it's
17 something we're constantly doing because
18 the market changes. And again, what
19 we're seeing now I have not seen ever
20 before in my career.

21 COUNCILMAN SQUILLA: Yeah. And
22 there's a lot of work. And I know we
23 harassed the hell out of your office and
24 thank you for being responsive. We
25 really appreciate it. But I noticed

1 that a lot of this stuff is also
2 coordination with either the
3 Philadelphia Police Department or the
4 DA's Office, and that takes a lot of
5 coordination and effort and sometimes
6 time, and especially with the Clean &
7 Seal we have been having a lot of issues
8 and lately having some success on Clean
9 & Seal and some of these abandoned
10 properties that often find either people
11 decided to move into them for squatting
12 purposes and/or dangerous fires that
13 started in a couple of our homes that
14 people moved into.

15 So is there a coordination
16 besides the police even with the
17 District Attorney's Office to even see
18 people that are doing unpermitted work
19 or work where they do demos and damaging
20 properties? And I know we have a bill
21 out there, Adjoining Neighbor bill
22 that's been working with your staff and
23 has been great with demos.

24 We get a lot of questions and
25 concerns when the damage is done to

1 adjoining properties. And all we tell
2 them at this point is it's a civil
3 complaint, nothing we can do. It's
4 really heart-wrenching for us to work
5 with our residents that way. So is
6 there something that we can do with the
7 DA's Office when people damage
8 properties and I know they have
9 insurance but then we make them go after
10 them on their own, but there's no
11 consequences to that?

12 COMMISSIONER DiPIETRO: Yeah.
13 I think we have made referrals to the
14 DA's Office, and the folks there that
15 we've built a relationship with are
16 good. I am in no way qualified to speak
17 to in terms of what it takes to
18 prosecute someone criminally. I know
19 we've made those referrals. There are
20 active referrals going on. I think it
21 it's a conversation that's worth having.
22 I know that it's really difficult in
23 order to assess responsibility,
24 properties are old, they have some level
25 of defect to begin with. You're

1 absolutely right. It's completely
2 heart-wrenching when somebody is just
3 trying to live their life and their
4 house gets damaged and you can't even
5 help them. I agree 100 percent.

6 I think the DA's Office, when
7 you have repeat offenders, we've got
8 good relationships with some folks in
9 the community who will let us know. As
10 I said, listen to the community, they'll
11 tell you what you need to know. They
12 let us when a contractor or particular
13 contractor shows up. That's the type of
14 person when they've repeatedly done
15 this, it's ingrained bad business
16 practice. That's the ones where we want
17 to make those referrals and go to the
18 DA's Office.

19 And I think unfortunately I
20 hate to say this because it sounds very
21 parochial, but you have to make an
22 example at times or else there's no fear
23 of the consequences of being just
24 completely disregarding the neighbors.
25 I mean, that's a --

1 COUNCILMAN SQUILLA: That seems
2 like what's happening. And then some of
3 these contractors figure I got done the
4 project, I'm out of there, I'm done,
5 corporation's dissolved. Nothing you
6 can do about it. They start up on their
7 corporation. There's got to be
8 something we can do where we can follow
9 these owners of corporations. Any
10 recommendations for code amendments or
11 policy amendments or even legislative
12 amendments that we can do as Council to
13 better address that because we see the
14 damage is over?

15 And the more demos we have,
16 which we had a big rush of them
17 especially the end of last year, the
18 more damage we see. These houses are
19 built together. And when you take one
20 down, a lot of time it's very difficult
21 to take one down without damaging the
22 other one. We'll be happy to work with
23 you now as the Chair of L&I Committee to
24 be able to go through and brainstorm on
25 how we can come up with better policies

1 and procedures to address that.

2 But also, is there any
3 interest, you know, demo permitting fees
4 and we know that there's insurance
5 necessary for that, do we see they are
6 similar to other demo permitting fees in
7 other municipalities that maybe we can
8 look to increase that?

9 COMMISSIONER DiPIETRO: So
10 typically, the constraint that L&I has
11 is that permit fees have to relate to
12 the actual cost of processing. Now, on
13 the surface because we know we're having
14 such a demolition problem, and I don't
15 mean just a problem demos, I mean the
16 ones that maybe are otherwise perfectly
17 usable buildings and demolished, there
18 is the case to be made that the permit
19 that's too cheap to do. If it had
20 gotten more expensive to demolish, maybe
21 they would consider reuse.

22 Unfortunately, we can't --
23 we're barred from sort of taking that
24 pattern, hey, we want to dissuade people
25 from demolishing so we want to raise the

1 price up to make demolition permits
2 prohibitively expensive. That's a
3 challenge. Now, we would certainly love
4 to see folks more reuse and fewer
5 demolitions.

6 There is a place for demolition
7 in the obstructory compromised
8 buildings, they got to go. But the
9 state prohibition on the cost of the
10 permitting and that threshold really
11 limits us here. Now, we're about to go
12 in a program with Planning and Commerce
13 to sort of review the fees to make sure
14 that we're actually getting the money
15 back that cost us the process.

16 There's a lot of consideration.
17 You know, MSB and lights and power,
18 water and all those things that we
19 typically don't think of. So we're
20 going through that process very shortly.
21 And from that, we expect to have a much
22 better idea about are the permit fees
23 actually covering the work. But to your
24 point, it would be nice to be able to
25 dissuade demolitions in some way or

1 fashion when the building is otherwise
2 perfectly viable.

3 COUNCILMAN SQUILLA: Also, I'll
4 come back in the second round. But the
5 last thing is to consider some type of
6 customer service person. I know you
7 have a communications person there, but
8 constituents feel like they call and
9 it's really difficult to get not through
10 the L&I, but to get somebody to answer
11 simple questions instead of having to
12 feel like they have to call the
13 Councilperson and then they get answers
14 and 311 is kind of difficult. So if
15 you're interested, maybe it will be very
16 helpful to have some type of constituent
17 service rep or some rep at L&I to be
18 able to deal with them so they're not --
19 they shouldn't be emailing the
20 Commissioner and a lot of these
21 inspectors directly where they could
22 have somebody answer these basic
23 questions to get the pressure off of you
24 guys. I think it will be very helpful.
25 Thank you.

1 COMMISSIONER DiPIETRO: You're
2 welcome.

3 COUNCIL PRESIDENT CLARKE:
4 Thank you, Councilman. Good? Okay.

5 Chair recognizes Councilwoman
6 Gilmore Richardson.

7 COUNCILWOMAN GILMORE
8 RICHARDSON: Thank you. Thank you so
9 much, Council President.

10 And thank you again,
11 Commissioner DiPietro. I just wanted to
12 circle back to one of the questions that
13 Councilmember Gym talked about regarding
14 L&I being a revenue-generating
15 department. So when L&I cites someone
16 and the fine is paid, where does the
17 money go and can the money we receive
18 from the fines be used to increase the
19 number of inspectors we have?

20 COMMISSIONER DiPIETRO: So
21 everything that L&I takes in goes into
22 the General Fund.

23 COUNCILWOMAN GILMORE

24 RICHARDSON: Yes. And --

25 COMMISSIONER DiPIETRO: I'm

1 sorry.

2 COUNCILWOMAN GILMORE

3 RICHARDSON: Go ahead, Commissioner.

4 COMMISSIONER DiPIETRO: Yeah,
5 it's all General Fund. There's a
6 different designation for departments
7 where the money can go back. L&I is not
8 one of those.

9 COUNCILWOMAN GILMORE

10 RICHARDSON: Okay. And do you believe
11 if that was the case, would that be
12 helpful to your ability to staff up the
13 department and increase the number of
14 inspectors we have?

15 COMMISSIONER DiPIETRO: I know
16 there's two schools of thought on this.
17 I know I've spoken to other agencies
18 that have fund a portion of their work
19 through permit fees or license fees.
20 There's always the danger that when
21 those fees drop or when the activity
22 drops, we will lose that funding and
23 therefore wind up losing positions.

24 I'm sure there could be some
25 level of -- that's why they typically

1 don't have -- like in Las Vegas in Clark
2 County, they did that at one point. And
3 when everything went haywire in 2008,
4 they took an absolute -- it was
5 devastating to their department. They
6 had to lay off a bunch of staff when the
7 construction drop. So there are likely
8 ways like maybe a portion of the
9 licenses or a portion of the fines can
10 go back and fund the Department. But
11 that's a much broader conversation that
12 will require bringing folks far above my
13 pay level to understand how you go about
14 getting that designation for a
15 department.

16 COUNCILWOMAN GILMORE

17 RICHARDSON: Okay. That's helpful and I
18 would like certainly to follow up on
19 that after this particular hearing. I
20 quickly wanted to go back to the issue
21 that I know a number of my colleagues
22 have raised regarding the number of
23 inspectors.

24 I asked this question of the
25 Police Department yesterday and I just

1 wanted to get it on the record with L&I
2 and with you relative to the Nuisance
3 Business Tax Force, the inspectors that
4 are dedicated to the Nuisance Business
5 Unit. And as I stated we had gone out
6 with Renee Rinehardt and Deputy
7 Commissioner Carrasquillo earlier this
8 week and some of the other fantastic
9 inspectors including Terrell Smith who
10 was out with us back in August in the
11 5th District on the fun night in your
12 District, CP.

13 So how many inspectors are
14 currently budgeted for FY23 just for
15 nuisance business activities? And based
16 on what we've been seeing thus far and
17 sort of the proliferation of these
18 stores that are unlawfully selling drug
19 paraphernalia without the proper
20 licensing and permitting and approval,
21 do you think we have enough currently in
22 our current structure to address all of
23 those concerns?

24 COMMISSIONER DiPIETRO: I think
25 with respect to the nuisance because

1 they draw from the larger pool, there's
2 a very -- there's 45 code enforcement
3 inspectors that could potentially
4 support nuisance. We haven't been
5 budgeted for any additional inspectors
6 on that side.

7 We do as I mentioned have two
8 groups of 20, 10 and 10, that would
9 support. I think what would be helpful
10 is to sort of increase the cooperation
11 that we're working on with the Police
12 Department to make sure that we have the
13 additional support there to do that. I
14 think that's been really helpful. The
15 police have been responsive. It's very
16 much appreciative.

17 I think that there's -- we
18 didn't particularly budget any
19 additional inspectors for that again
20 because we're pulling from the existing
21 pool of inspectors. The real question
22 is how far do we want to go, how much
23 more quickly do we need to do this and
24 maybe even what should we not be doing
25 in favor of supporting of bolstering the

1 nuisance property response.

2 COUNCILWOMAN GILMORE

3 RICHARDSON: Okay. So that was really
4 the question, because I want to make
5 sure we are addressing adequately in
6 this budget cycle the amount of
7 inspectors that are needed not only for
8 the Nuisance Business Task Force and for
9 nuisance businesses and code enforcement
10 issues, but also for the construction
11 side, recognizing that as you stated
12 we've had an uptick in permits and
13 construction activity all across the
14 City.

15 We all have received a number
16 of complaints. And my office worked
17 very closely with Lisa Adams. I mean,
18 we are in communication with her daily
19 and she's just phenomenal and stellar,
20 but we know the challenges and we know
21 where we're seeing these issues. And I
22 just wanted to ensure that in this
23 budget process that we are including the
24 right amount of Class 100 dollars to
25 ensure that we can address these issues

1 moving forward.

2 I heard the bell, but I just
3 wanted to end on something you mentioned
4 relative to how you are collaborating
5 with the Police Department and with
6 Health and others to make sure that we
7 can adequately do this work, and PPD has
8 made this commitment. We have an
9 inspector-level person on the Task Force
10 and sort of coordinating with the
11 District where you all decide you're
12 going to do enforcement activities for
13 that time. But again, I just wanted to
14 make sure because again it's embedded in
15 their staffing that they can assign for
16 someone. But for L&I, you may be
17 pulling someone from another area or
18 from something else. If we need to have
19 additional inspectors, I want to ensure
20 that we do that through process, okay.

21 So thank you, Council
22 President. I will honor the clock and
23 honor the time, and I will circle back
24 for a third round just with my last set
25 of questions. Thank you so much.

1 COUNCIL PRESIDENT CLARKE:

2 Thank you. Thank you, Councilwoman.

3 Chair recognizes Councilwoman

4 Gym.

5 COUNCILWOMAN GYM: Thank you

6 very much, Council President.

7 And thank you very much,

8 Commissioner, again. I wanted to follow

9 up on the horrible fires that happened

10 both obviously as we know in Kensington

11 as well as the earlier one in Fairmount

12 of this year. 21 people, many of them

13 children, this year have died in fatal

14 fires. Last year was a significant high

15 of 37. And certainly, in terms of the

16 Kensington one, that happened with an

17 unlicensed rental unit.

18 There's no question that in

19 plenty of areas with the limited number

20 of inspections that are happening, it

21 feels like a free-for-all, especially on

22 unlicensed rentals currently. So as you

23 know, the recent rowhouse fire that

24 claimed the lives of Alexis Rios and his

25 two children is an example of an

1 unlicensed rental unit that had not been
2 inspected by L&I, did not have
3 functioning smoke detectors as is
4 required that could have prevented this
5 horrible loss of life.

6 So I think one of my questions
7 is that we have a number of tools that
8 have been made available to identify
9 unlicensed property, so you can cross-
10 reference I believe a bunch of data that
11 includes offsite tax addresses, utility
12 accounts potentially. But more
13 recently, we have PHLRentAssist.
14 PHLRentAssist distributed a quarter of a
15 billion to over 40,000, maybe 50,000
16 different households, and they did not
17 withhold money based on whether a
18 property was licensed or not. They
19 absolutely know which properties are
20 licensed and so could you.

21 So what are we doing with this
22 information then to identify unlicensed
23 rental units and what are some new
24 tactics that we can do to hold them
25 accountable and bring them into the

1 fold?

2 COMMISSIONER DiPIETRO: So
3 rentals are one of the more challenging
4 things that we handle. And the reason
5 that they're challenging is rentals
6 are -- the rental license really is more
7 of a registration. It's simply telling
8 us where an owner lives versus the
9 person that's actually in the property.
10 And the purpose of that is so when we
11 find something wrong, we send them
12 notice that you got to repair, fix the
13 windows, or anything.

14 Most of the rentals, in fact
15 the vast majority of these are single
16 family dwellings. And now, that's
17 another particular problem. That
18 problem creates two additional ones.
19 Like we know when we get complaints, we
20 have the occupants, they are typically
21 the occupants who are upset, they're
22 calling the complaint in because
23 something's not fixed, right. Thousands
24 of those complaints come in. We
25 typically can get the occupant to let us

1 in.

2 In these other ones, they're
3 much less inclined and very often they
4 won't make a complaint. And so, for
5 fear out of losing their situation no
6 matter how bad that house may be, it's
7 their home. So there's a lot of
8 hesitance to let sort of the Department
9 do these inspections. And just for pure
10 numbers, to be frank, if we were to do
11 anything like a large scale rental
12 license, you're talking hundreds of
13 inspectors because there's -- we know of
14 at least 70,000 rental licenses. That
15 number right now is about 70,000,
16 because I said we're in the renewal
17 phase and that will go up to 80,000, and
18 that might account for 200,000 units.
19 So there might be another 100,000 units
20 out there to inspect. It's --

21 COUNCILWOMAN GYM: Yeah. But
22 do we know where those units are?

23 COMMISSIONER DiPIETRO: We know
24 always where a license was issued or
25 renewed or not renewed, we can track

1 those.

2 COUNCILWOMAN GYM: Okay. And
3 then I guess one of the questions is, is
4 it a penalty to operate an unlicensed
5 rental unit?

6 COMMISSIONER DiPIETRO: There
7 isn't necessarily a penalty from the L&I
8 perspective. The code basically says if
9 you have a rental and it's not licensed,
10 you really aren't permitted to collect
11 rent. There's a process for that and
12 the courts have upheld this repeatedly.
13 And --

14 COUNCILWOMAN GYM: And you
15 don't have an ability to find an
16 unlicensed rental unit; is that correct?

17 COMMISSIONER DiPIETRO: Well,
18 the way we would find it if not by
19 complaint, then by either looking at
20 past records and saying, hey, there was
21 a rental last year, they didn't renew
22 this year, send them a letter, something
23 along those lines. Very often they may
24 just stop renting. They may have sold
25 the property or they may have moved in

1 themselves. It's really very difficult.

2 The real way to -- we've looked
3 at a number of different metrics for gas
4 bills and water bills and it's very
5 difficult to find those. There's
6 definitely some work to be done in this
7 rental area, but I don't think --

8 COUNCILWOMAN GYM: So I'm
9 trying to think of -- so we have all
10 these different properties. These
11 landlords who are unlicensed receive in
12 some cases on average \$7500 per tenant
13 so they got thousands and thousands of
14 dollars through our PHL Rental
15 Assistance program.

16 I'm wondering whether there's
17 some kind of an amnesty program. I'm
18 looking for something new or different
19 where a letter goes out. It's very
20 clearly issued. I don't know whether
21 you have the capacity to attach a fine.
22 I have no idea what the penalties are,
23 but you could outline them and say that
24 they will be removed if there's evidence
25 that in the next X number of days that

1 you determine this property moves
2 towards rentals, and we see how many we
3 can bring in and then zero in on the
4 others.

5 But I want us to be careful
6 because we clearly have an enormous
7 amount of need and that should set our
8 goals. That should set and establish
9 what the Department's responsibilities
10 are supposed to do. It shouldn't drive
11 us away from it, and it's almost like
12 the greater the need the less we want to
13 do something, and that is not a healthy
14 way for any department to be able to
15 approach urgent issues around public
16 safety, right.

17 So if the need dictates the
18 Department's priorities, staffing and
19 budgeting and obviously, you have a
20 tremendous amount of need, but there's
21 no question that if that need is
22 growing, something needs to change that
23 needs to be different. We have more
24 tools at our disposal than we've ever
25 had.

1 I'm going to be looking and
2 would love to follow up with you on
3 this, to talk about what we do with that
4 PHL Rent Assistance information. It is
5 the greatest database that we've ever
6 had on renters and rental properties in
7 the City of Philadelphia. It's
8 comprehensive. We have ownership. We
9 have occupancy, tenants, number of
10 people. We have need-based issues. We
11 have demographic information. And that
12 should be used in our favor, not --
13 again, I can't force on you all these,
14 you know, I can't expect you to deploy.

15 I do want to hear something
16 different that you're going to do with
17 this information because the need is
18 urgent and the consequences as we saw in
19 the fire are unbearable. So I'll look
20 forward to following up with you on
21 that, but I would urge you to have a
22 conversation with our team at PHL Rent
23 Assistance. I do just want to put on
24 the record, do you have access to that
25 information? Are you aware of it?

1 COMMISSIONER DiPIETRO: Aware,
2 but I don't have access. We don't have
3 ready access.

4 COUNCILWOMAN GYM: So we should
5 set that up and we would like to follow
6 up with you on all of that.

7 COMMISSIONER DiPIETRO:
8 Absolutely.

9 COUNCILWOMAN GYM: You can
10 continue. My time is up, but your time
11 is not.

12 COMMISSIONER DiPIETRO: So
13 yeah, the first thing I think we should
14 probably do is run that list against
15 what we have as known licenses, and then
16 we can come up with a difference and
17 then we have an idea of how big a lift
18 that might be.

19 COUNCILWOMAN GYM: Yes, that's
20 right. Okay.

21 Thank you very much, Council
22 President. Thank you, Commissioner.

23 COUNCIL PRESIDENT CLARKE:
24 Thank you, Councilwoman.

25 Councilman Domb, did you want

1 to come back for a second round?

2 COUNCILMAN DOMB: I think

3 Member Green may have questions first

4 round.

5 COUNCIL PRESIDENT CLARKE:

6 Okay. Councilman Green. Hey,

7 Councilman. Chair recognizes Councilman

8 Green.

9 COUNCILMAN GREEN: Thank you,

10 Council President.

11 Thank you, Commissioner, for

12 your work. I know a number of my

13 colleagues have commended your

14 department and I know L&I traditionally

15 has not had the resources it needs to do

16 all the work that's required under our

17 code, and your office is doing a lot of

18 work with not all the resources, but

19 doing yeoman's work to address issues in

20 our City.

21 There's been conversations this

22 afternoon regarding the most recent

23 tragedy and also the Fairmount fire that

24 occurred as well. I've had

25 conversations with both property owners

1 and also former officials from the City
2 regarding this issue. And we know
3 there's an affordable housing challenge,
4 some will say crisis in our City.

5 There are a number of people
6 that are living in properties that are
7 not registered with the City of
8 Philadelphia. I've heard some property
9 owners say because of the new
10 regulations that's forcing more of the
11 legitimate owners to sell properties and
12 creating a greater universe of
13 underground properties and also the
14 question of single room occupancy
15 locations in the City that we know
16 exist, but from my research only a few
17 locations are illegal.

18 Has there been any
19 conversations or thoughts as we've seen
20 in other cities to look at that issue of
21 how we bring in those properties that
22 are underground into the mix that are
23 more (inaudible) or looking at
24 legislation or other ideas allowing SROs
25 to come in to be regulated by the City

1 of Philadelphia?

2 COMMISSIONER DiPIETRO: Yeah,
3 the fear that we have with those sort of
4 ungrabbed rooming houses is no one can
5 deny that there's a need. It's clear
6 that there's a need. We'd much prefer
7 them to have some type of opportunity
8 to become legal -- now, again I say this
9 because I'm not in the Council Office
10 when neighbors come and complain that
11 they don't want rooming houses next to
12 them. I fully understand that. But
13 simply from a selfish L&I perspective,
14 we'd much rather see if there's an
15 option to legalize them and even go on
16 to be something sort of annual,
17 bi-annual inspection. Because rooming
18 houses -- single family homes, there's a
19 lot of risk there. There's even more
20 risk in rooming houses.

21 You have many different people
22 with many different belongings all
23 operating independently. At least in a
24 home, there's typically some level of
25 order. They have some attachment to the

1 home. They're going to be careful with
2 it. Rooming houses, they are risky, and
3 the code recognize that across the
4 world. It's not just in Philadelphia.

5 So I'd like to see again from a
6 selfish L&I perspective an opportunity
7 to legalize them and bring them out and
8 allow us to at least, you know, we hear
9 this. Our inspectors tell us they see
10 the same people very often after they
11 cease rooming house after rooming house.
12 Well, this tells you they have nowhere
13 to go. They just can't disappear. They
14 need a place to go and it's far better
15 to have a place we think that's out in
16 the open, that's properly licensed and
17 that we can inspect rather than have one
18 where everyone in there is afraid to
19 call for help or even say anything like
20 someone's cooking in one of the
21 bedrooms. It's very common in rooming
22 houses.

23 So that's the biggest -- we can
24 chase it all day long, but the incentive
25 to stay underground is much greater than

1 the desire to come up, because there is
2 no mechanism to legalize them very
3 often.

4 COUNCILMAN GREEN: So how are
5 your peers in other cities dealing with
6 these issues, rooming houses, SROs to
7 address the issues? And how do you
8 balance the issue and concerns of
9 property owners, residents, constituents
10 who are concerned about these locations
11 in close proximity, but then also the
12 issue of the challenge of affordability
13 of this becoming a bigger and bigger
14 issue in cities, not just Philadelphia
15 but around the country?

16 COMMISSIONER DiPIETRO: So I've
17 seen such a variety of enforcement all
18 around the country the way they handle
19 rooming houses. Now, typically they do
20 some, right, whether that's a third
21 party inspection, meaning as an owner
22 you can't get your license until you
23 have a private inspection company come
24 and do an inspection and you upload a
25 document and we'll give you a license.

1 That's one end of it.

2 The other end of it is some
3 place where the municipality does the
4 inspections. But in every one of those
5 cases, there is a mechanism to legalize
6 those, right. The discussion is around
7 the zoning code and where would you
8 allow rooming houses to be. That's a
9 much broader question that we have to
10 bring in the folks from Planning and
11 such. But I see the enforcement ranges
12 across the board when it comes -- but I
13 think generally folks will agree this is
14 an area where if you look at some of the
15 worst fires that have happened, they're
16 rooming house fires.

17 The one in New York just a
18 couple of years ago, 14 people. That's
19 not unusual at all. That's almost far
20 too common because of all the things we
21 spoke about. So if there's anything
22 that needs to be -- in fact, I can say
23 we haven't done a rooming house program
24 since COVID. We're about to start one
25 now.

1 And just really quickly, what
2 we do is we go through all our
3 databases, any place that ever was a
4 rooming house, had a complaint about
5 being a rooming house, was formerly a
6 rooming house that we shut down and we
7 go back and we revisit to make sure they
8 haven't returned to that. And all too
9 often, that's what we find, they open
10 back up after some level of time. I
11 understand the occupants are in the
12 middle here. The dangerous is such that
13 we really can't ignore it.

14 COUNCILMAN GREEN: I know
15 Councilmember Jones has raised the
16 question regarding Airbnbs, which has
17 been a challenging concern. There's
18 also been a challenge of a new kind of
19 underground gatherings, either
20 nightclubs or speakeasies especially
21 coming out of the pandemic and because
22 of the limited resources that L&I has
23 had from an inspection perspective.
24 Many locations open at the wee hours of
25 the morning.

1 How has L&I been trying to
2 address that issue because it seems to
3 be happening more and more. Some in
4 Airbnbs, some in other locations where
5 they're just opening these events and
6 locations that are causing problems and
7 our City and our constituents are
8 concerned about them.

9 COMMISSIONER DiPIETRO: I think
10 you'll see some change in the Airbnb.
11 The most recent Limited Lodging bill I
12 think will probably have a fairly large
13 impact. Because basically if you're --
14 if it's in your home, the Airbnb,
15 meaning the one you live in, you're
16 going to need zoning. And so, that's
17 going to have an impact because lots of
18 places are not going to be able -- in
19 essence they're going to get zoning as a
20 hotel, if it's a home that you're
21 renting that you're not living in, that
22 you're renting through Airbnb. So I
23 think there will be impact.

24 The real issue I see very often
25 with Airbnbs is the behavior of the

1 folks in there. That's something that
2 L&I really doesn't have as much of an
3 ability to do anything about because it
4 tends to be much more criminal, fights,
5 shooting, underage drinking, that sort
6 of stuff. It's stuff that the Police
7 Department typically handles.

8 COUNCILMAN GREEN: So my time
9 is up. I just have one kind of closing
10 question. Are most of the
11 speakeasy/nightclubs happening
12 unregulated? Are they happening most in
13 Airbnbs? That's Question 1. And the
14 follow-up is, has there been any push to
15 do any legislation at the statewide
16 level because I know there's been issues
17 recently as we all saw in Pittsburgh,
18 Airbnbs?

19 I know talking to some of my
20 colleagues through the Pennsylvania
21 Municipal League and other cities around
22 the Commonwealth they've had these
23 concerns about Airbnbs. Has there been
24 any conversation at the state level to
25 try to address these issues as well?

1 COMMISSIONER DiPIETRO: Your
2 first question, the speakeasies happen
3 in virtually every occupancy. We see
4 them in vacant gas stations, in
5 warehouses. Any place where a tenant
6 moved out for whatever reason, we find
7 them. And they can become tricky. I
8 think Councilmember Oh mentioned like on
9 the second or third floor above a
10 legitimate store. So we find them all
11 across the board.

12 With regard to legislation, I'm
13 not aware of anything at the state
14 level. I'm just not aware of it. I
15 know that we're in the process of
16 enforcing the most recent Philadelphia
17 one, and we'll see what kind of effect
18 that has.

19 COUNCILMAN GREEN: Thank you,
20 Commissioner.

21 Thank you, Council President.

22 COUNCIL PRESIDENT CLARKE:

23 Thank you, Councilman.

24 Chair now recognizes Councilman
25 Domb.

1 COUNCILMAN DOMB: Thank you,
2 Council President.

3 Commissioner, I just had two
4 quick last questions for you. The fees
5 generated by L&I, do they exceed your
6 budget?

7 COMMISSIONER DiPIETRO: So in
8 terms of fees, pure fees, yes. As I
9 mentioned, I think this year so far
10 we're about \$68 million in revenues just
11 as of March, and of course our operating
12 budget is \$24 million, but another 13
13 for demolitions.

14 COUNCILMAN DOMB: So are you
15 aware of a court case Raum v. Board of
16 Supervisors, 1977, state of
17 Pennsylvania?

18 COMMISSIONER DiPIETRO: Yes.

19 COUNCILMAN DOMB: I'm just
20 going to read two comments from that
21 case. Fees charged by municipality for
22 services performed as part of its
23 official functions must be based on the
24 cost of the service of the municipality.
25 And the other one I'm going to read, A

1 municipality cannot use its power to
2 assess license and permit fees to raise
3 revenue for general governmental
4 purposes or to frustrate without
5 legitimate causes the activity which the
6 fee is charged. I'm not a lawyer, but
7 it seems to me that that case it's clear
8 that the cost of L&I should not be a
9 revenue generator. Have you heard this
10 before?

11 COMMISSIONER DiPIETRO: Yeah,
12 traditionally that's how we approach
13 assessing the cost for our permitting
14 and our licensing. That's why some
15 would say they're so cheap. In some
16 cases they are.

17 COUNCILMAN DOMB: Right. But
18 right now it seems like our revenue is
19 exceeding the expenses. We should give
20 you the tools I would think to speak to
21 the Administration about adding to your
22 department or going outside to get
23 additional help in order to improve the
24 public safety, so that's just one
25 thought I wanted to share with you.

1 Second is, am I understanding
2 that rental property licenses in the
3 City we have 60,000 actually licensed;
4 is that accurate or am I wrong about
5 that number?

6 COMMISSIONER DiPIETRO: Right
7 now the number the last I saw was
8 62,000, but we're in the renewal period
9 so there's all -- so in another month or
10 so we'll have the final number. It
11 tends to be 74,000 to 84,000.

12 COUNCILMAN DOMB: Okay. And
13 then --

14 COMMISSIONER DiPIETRO: And
15 individual licenses and each license may
16 be multiple units because sometimes
17 there's 2 units and sometimes there's
18 300 units.

19 COUNCILMAN DOMB: And we
20 estimate there's about 300,000 rental
21 properties basically in the City?

22 COMMISSIONER DiPIETRO: That's
23 the number we heard from the census.

24 COUNCILMAN DOMB: Okay. So
25 that means that roughly not even a third

1 of our properties are licensed, correct?

2 COMMISSIONER DiPIETRO: It's
3 300,000 rental units --

4 COUNCILMAN DOMB: Right.

5 COMMISSIONER DiPIETRO: So
6 again, a large building has one license
7 but might have 300 units.

8 COUNCILMAN DOMB: Okay. How
9 many licenses do you think -- how many
10 properties are not licensed? What
11 you're saying is it could have 50 units
12 and one license?

13 COMMISSIONER DiPIETRO: I'm
14 sure there's a significant number, but
15 my guess is -- and all our data and from
16 the years of sort of looking at this,
17 most of this is going to be single
18 family dwellings. One home, one family
19 in that home, and that's what sort of
20 contributes to all the difficulty.

21 COUNCILMAN DOMB: It's the
22 rowhomes that are being rented
23 basically. The multi-family owner can't
24 take the risk in collecting rent for 50
25 units, he can't take the risk or she

1 can't take the risk. So here's my
2 question: Isn't there a technological
3 solution to this, our real estate tax
4 bills are mailed to the address of the
5 property owner. Couldn't we have
6 somebody from a tech standpoint match up
7 the properties that are in the City to
8 where the tax bills are mailed and we
9 can determine how we could actually go
10 after those who are not licensed, which
11 would also give I think the Revenue
12 Department the ability to collect on
13 other taxes that they're probably not
14 paying us for either, whether it's gross
15 receipts or other things they're not
16 doing? Just thinking about the dollars,
17 you're talking about tens of millions of
18 potential dollars that the City is not
19 getting from these unlicensed
20 properties.

21 COMMISSIONER DiPIETRO: The
22 thought about sort of enforcement of
23 that, generally our perspective is
24 there's about 75 percent of all
25 properties are licensed. So that 25

1 percent aren't. But we sort of know
2 that the level of effort to get those
3 single family dwelling licenses is about
4 \$56. The level of effort that goes into
5 that is fairly high. And so, it becomes
6 sort of a return on investment.

7 Now, it sounds kind of harsh
8 when we're talking about public safety.
9 But from a pure perspective of just
10 dollars and per outcome, it gets kind of
11 risky because we're spending a lot more
12 than \$56 in order to get back a \$56
13 license, and that's not taking into
14 account taxes and everything that comes
15 along with that. But it is a pretty
16 significant expense to undertake.

17 And I don't know, we've looked
18 at this in a bunch of different ways.
19 Revenue information is pretty well
20 protected, so that's a little bit of a
21 challenge using that information. It's
22 very highly protected, as it should be.

23 COUNCILMAN DOMB: I would
24 venture to say, and my last question is
25 the 25 percent that are not licensed are

1 where the problems are from a public
2 safety issue. And even if it costs us
3 money instead of being revenue neutral,
4 it's probably well worth it for us to go
5 after them because they're the ones that
6 are in violation is my guess.

7 COMMISSIONER DiPIETRO: Yeah.
8 And certainly, we get lots and lots of
9 complaints. And as I mentioned, some
10 folks will complain. Other folks are
11 afraid to complain. Those are the ones
12 you have to worry about. They're afraid
13 to use the service. They're afraid to
14 see L&I show up, and you don't want to
15 contri -- remember some years ago, we
16 had done so many ceases we were actually
17 sort of in many ways contributing to the
18 homelessness going on because sometimes
19 you can be too effective --

20 COUNCILMAN DOMB: Right.

21 COMMISSIONER DiPIETRO: -- so
22 finding that right balance is the real
23 challenge.

24 COUNCILMAN DOMB: All right.

25 Well, listen, keep up the good work, you

1 and your team and your department.

2 Thank you very much for being here
3 today.

4 And thank you, Council
5 President.

6 COUNCIL PRESIDENT CLARKE:

7 Thank you. Thank you, Councilman.

8 Chair recognizes Councilwoman
9 Gilmore Richardson for Round 3.

10 COUNCILWOMAN GILMORE

11 RICHARDSON: No, Council President. I
12 placed in the chat that I'll reserve the
13 balance of my questions and I'll submit
14 them in writing.

15 COUNCIL PRESIDENT CLARKE: Oh
16 my God, you're getting -- okay. I'm
17 going to remember these things.

18 COUNCILWOMAN GILMORE

19 RICHARDSON: I want to honor the clock.
20 Thank you.

21 COUNCIL PRESIDENT CLARKE: All
22 right. Well, you were the last person
23 based on what we have here so that's
24 right, we do have another department.
25 Thank you, Councilwoman. Thank you.

1 Okay. Commissioner, I call you
2 Commissioner, I want to thank you so
3 much for your testimony today. Thank
4 you for the work that you and your
5 department have done. We look forward
6 to continuing a very, very significant
7 dialogue in any way that we can enhance
8 our ability to service the citizens of
9 the City of Philadelphia. Thank you so
10 much.

11 COMMISSIONER DiPIETRO: Thank
12 you.

13 COUNCIL PRESIDENT CLARKE:

14 Okay. Next up we have for today?
15 Mr. McDermott, who's our next witness?

16 THE CLERK: The next witness to
17 testify is Water Commissioner Randy
18 Hayman.

19 COUNCIL PRESIDENT CLARKE:

20 Thank you. Thank you. Commissioner.

21 COMMISSIONER HAYMAN: Hello.

22 COUNCIL PRESIDENT CLARKE:

23 Thank you. How are you?

24 COMMISSIONER HAYMAN: I'm fine.

25 Thank you.

1 COUNCIL PRESIDENT CLARKE:

2 Thank you for your walkthrough last
3 Friday. We really appreciate
4 Commissioners getting out on the street
5 and getting a real feel. I got to tell
6 you, the people really like you.
7 Sometimes that means that they're going
8 to want you to come out every time
9 there's a problem, so be careful. So
10 thank you, Commissioner.

11 COMMISSIONER HAYMAN: My
12 pleasure.

13 COUNCIL PRESIDENT CLARKE: And
14 thank you for being on today. If you
15 can just give your name for the record
16 and you can start your testimony.

17 COMMISSIONER HAYMAN: Yes. My
18 name is Randy E. Hayman, Commissioner of
19 Philadelphia Water Department. And
20 thank you, President Clarke and members
21 of City Council for allowing me to
22 testify this morning or this afternoon I
23 should say. With me today are Donna
24 Schwartz, Deputy Commissioner of
25 Operations and also Melissa LaBuda,

1 Deputy Commissioner of Finance and other
2 Deputies and Department heads who will
3 add to our discussion as needed. Thank
4 you for the opportunity to appear before
5 you today to provide testimony regarding
6 PWD's Fiscal Year 2023 operating budget.

7 I'm honored to be here today
8 representing more than 2,000 employees
9 of the Philadelphia Water Department who
10 work around the clock to ensure that the
11 delivery of safe, high quality and
12 reliable drinking water and the
13 treatment of wastewater and stormwater
14 to protect our rivers and streams.

15 As you are aware, the Water
16 Fund is an enterprise fund of the City.
17 It is comprised of revenues generated
18 through charges to our customers. The
19 Water Department's operating budget is a
20 component of the Water Fund, and it's
21 this operating budget for which this
22 testimony is being provided.

23 Today the Water Department is
24 facing significant challenges, many
25 streaming from COVID-19 pandemic. With

1 me speaking about COVID-19, I want to
2 take a moment to say thank you and all
3 the respect I have for our employees.
4 We really had to pivot quickly when it
5 came to dealing with COVID-19 situation.

6 Some employers were able to
7 work from home, but we had a group of
8 employers that worked in the streets or
9 at the pump stations that had to come
10 in, and they've been diligent and
11 determined and really have made the
12 difference in our ability to provide
13 safe drinking water.

14 But we have faced challenges.
15 Operations and maintenance calls have
16 increased and are expected to increase
17 further. For instance, we are
18 projecting chemical prices will increase
19 by 20 to 50 percent. We drew down
20 significantly on our financial reserves
21 to continue operations through the
22 pandemic, but we have less flexibility
23 to respond to unforeseen events in the
24 future.

25 The Department must address

1 aging facilities and potential failures
2 for failure points and increase the rate
3 of emergent repairs and replacements.
4 However, we are beginning to be impacted
5 by the supply chain issues that you hear
6 about on the news which are now delaying
7 some of our projects.

8 We also know that ongoing
9 compliance and upcoming changes to
10 regulations and permits will impact
11 PWD's spending, including the need for
12 new positions to meet our regulatory
13 requirements. The proposed Fiscal Year
14 2023 Water Department budget totals
15 \$466,486,023, an increase of \$20,056,505
16 over Fiscal Year '22.

17 Estimated obligation levels:
18 Now, this increase is primarily due to
19 Class 100 increases in labor to provide
20 for, among other things, labor
21 agreements, regulatory compliance and
22 transfer of capital positions to the
23 operating budget. Class 200 for consent
24 order and agreement and major
25 maintenance costs at the plants. And

1 Class 300, for increase for chemical
2 costs as I mentioned above.

3 The Department remains firmly
4 committed to water affordability. To
5 date, there are approximately 46,000
6 customers benefiting from our income-
7 based water billing assistance program,
8 including the Tiered Assistance Program
9 and the Senior Citizen Discount. We
10 have devoted additional resources
11 towards promotion of our customer
12 assistance program and more recently to
13 Commonwealth's Low Income Household
14 Water Assistance Program.

15 We've expanded our outreach by
16 partnering with the Mayor's Office of
17 Civic Engagement and Volunteer Service
18 through the Community Research Corps.
19 In this pilot program, core members are
20 available to provide direct assistance
21 with the application process.

22 Demonstrating their incredible
23 dedication to our core services, our
24 water operations crew repaired over 700
25 water main breaks so far this fiscal

1 year. We experienced two transmission
2 main breaks in residential neighborhoods
3 as you're aware. The first on July 25,
4 2021 at 6 & Bainbridge in Queen Village
5 and the second on February 9, 2022 at 56
6 & Springfield in West Philadelphia.

7 All water main breaks cause
8 some amount of neighborhood disruption,
9 but breaks of transmissions cause
10 extensive flooding and damage to the
11 community. We must make sure that we
12 have the needed funds to operate quickly
13 to go and to address these problems when
14 they happen and to do it as fast and as
15 properly as we can.

16 The Law Department -- I'm
17 sorry. The Department remains committed
18 to improvements in customer service.
19 Our ongoing work in implementing the
20 Advanced Meter Infrastructure, an AMI
21 system, has begun to deliver enhanced
22 customer service capabilities, giving
23 customers early warning of water leaks,
24 it helped mitigate unnecessarily high
25 bills.

1 The Department will also
2 continue to improve the customer contact
3 operations in Fiscal Year 2023 to expand
4 customer service or subservice options
5 to reduce call and email volume around
6 meter appointments and real estate
7 transactions. The bottom line, we want
8 to be more transparent. We want to make
9 it easier for customers to contact us in
10 the way that they're most comfortable
11 and for us to respond as quickly as
12 possible.

13 Finally, I'm very pleased to
14 share for Fiscal Year '21 Philadelphia
15 Water exceeded its 33 percent
16 participation goal of our contracts
17 achieving M/W/DBE participation rate of
18 38 percent. This translates to more
19 than \$63.7 million in business being
20 awarded to minorities, women and
21 disabled-owned enterprises during the
22 period, during that period.

23 It is our hope that our
24 continued support of PowerCorps and the
25 high school apprenticeship program along

1 with our college recruitment efforts,
2 especially those at Historically Black
3 Colleges and Universities will continue
4 to a diverse pipeline of future PWD
5 employees.

6 As part of our consistently
7 reliable ability to provide drinking
8 water at a very high standard, our three
9 drinking water plants continue the
10 compliance with the partnership for safe
11 water. As a result, I am proud to note
12 that our wastewater treatment plants are
13 expected to be recognized by the
14 National Association of Clean Water
15 Agencies for regulatory compliance
16 through 2021, and our Southeast Water
17 Pollution Plants earning a platinum
18 award and our Northeast Plant and
19 Southwest Plant earning gold awards,
20 once again being acknowledged at a
21 national level for doing the job right.

22 Now, we are taking necessary
23 steps towards investing in our future.
24 It's imperative with all that we have to
25 do that we put pen to paper and

1 strategize before problems arise. The
2 Department embraces integrated planning
3 remain to prioritizing limited ratepayer
4 funds for the most beneficial cost-
5 effective projects. This allows
6 reasonable and affordable schedules to
7 make progress to its long-term goals
8 consistent with the Department's mission
9 and vision.

10 Our Water Revitalization Plan
11 has identified 400 individual projects,
12 including key projects that are three
13 water treatment plants and within the
14 distribution system to update and expand
15 the existing infrastructure to prove
16 safety and redundancy. These are
17 projects that are very much needed.

18 The Department is currently
19 working on an update to a wastewater
20 plant to provide long-term direction for
21 improvement for our three water
22 pollution control plants, pump stations
23 and other components of the wastewater
24 system. The Green City, Clean Waters
25 program as you know has finished its

1 year 10 milestones.

2 And I'm glad to say that we've
3 met them all, and now we have a
4 situation where to date nearly 800 green
5 infrastructure sites or a dozen
6 neighborhoods resulting in 2.7 billion
7 gallons of combined sewer overflow
8 pollution that didn't make it to a
9 stream or to a river. That allows us to
10 be approximately 21 percent more
11 improved than we were 10 years ago when
12 we started the program. We were and we
13 continue to be a leader in green
14 infrastructure for the country.

15 When considering our linear
16 assets, those assets under the street,
17 those that I mentioned earlier that have
18 broken in recent months, the sewers and
19 mains, a significant portion of
20 Philadelphia's system will reach the end
21 of life by 2050. Philadelphia Water is
22 increasing the amount of water mains and
23 sewers targeted for replacement and
24 renewal.

25 For instance for Fiscal Year

1 2024 and beyond, the water main
2 replacement goal is 42 miles per year,
3 double the average replacement over the
4 last 26 years. So we're trying to do
5 more to keep up, at least to eliminate
6 as much as we can the water main breaks.

7 Climate change, we recognize
8 climate change will pose new challenges
9 to water pollution in the future, but
10 we're preparing to do as much as we can
11 to address it. We have a full-time
12 climate change and adaptation program
13 that is looking at ways to protect our
14 rivers and infrastructures as well as
15 reduce our own fossil fuel use, helping
16 to ensure that long-term resiliency of
17 our investments.

18 Our adaptation approach starts
19 with using the best available climate
20 science and modeling techniques to asses
21 our near and long-term vulnerabilities
22 and risk for climate change, including
23 rising sea waters, increasing
24 precipitation and higher air
25 temperatures.

1 The bottom line is that at
2 Philadelphia Water we don't treat
3 climate change as a one-off situation.
4 We use the best science that we can and
5 develop policies and review procedures
6 that allow us to make sure that we
7 incorporate climate change protections
8 in all that we do and protect our
9 infrastructure as best as we can.

10 As described in the examples I
11 just shared, which account for just a
12 small portion of the Department's work
13 this fiscal year, Philadelphia Water is
14 consistently working hard to operate in
15 a manner that is cost-efficient,
16 operationally effective and thoughtful
17 of our environmental and economic
18 impacts and responsibilities in the
19 present and in the future.

20 This funding will allow us to
21 continue to meet our essential change,
22 our charge of providing water,
23 wastewater and stormwater services
24 that's our cornerstone of public health
25 in Philadelphia. In closing, I'd like

1 to thank you, the Department's
2 workforce, whose efforts 24 hours a day,
3 7 days a week. They work hard to keep
4 the water running, the sewers clear and
5 our waterways clean and contribute to an
6 improved quality of life for everyone
7 who lives, works and visits the
8 Philadelphia region. Thank you for
9 allowing me to testify, and we welcome
10 any questions that you may have.

11 COUNCILMAN JONES: Thank you so
12 much, Commissioner Hayman, for that
13 comprehensive report. I listened to it
14 intensely and it covered a great many
15 aspects of what you do with the Water
16 Department. I want to additionally
17 thank you for allowing my staff to tour
18 some of your facilities, the water
19 treatment plant on City Avenue to see
20 where the magic happens. And it's not
21 magic, it is science.

22 It is a science where actual
23 scientists convert river water into
24 drinking water and process wastewater
25 back into rivers. It is an amazing

1 infrastructure that we've developed here
2 in Philadelphia. We've come a long way
3 since we used to tease ourselves about
4 Schuylkill punch. It is recognized as
5 some of the best quality water in the
6 region and even in the nation, so thank
7 you for you and your competent staff for
8 what they do.

9 COMMISSIONER HAYMAN: Thank
10 you.

11 COUNCILMAN JONES: I'd like to
12 start off with saying about the -- so
13 we're doing a number of water main
14 replacements. Some of the feedback that
15 I've gotten is, yes, we put water mains
16 in, but the laterals leading to the
17 house are old. And could you tell us
18 how we're putting in the water mains and
19 then reconnecting them to the laterals
20 and does that cause stress on those
21 individual laterals, thus causing
22 failure to individual houses?

23 COMMISSIONER HAYMAN: Okay.
24 First, I want to say that when we
25 replace a water main, if by chance they

1 have a lead lateral, we will replace the
2 lateral for the homeowner. Now, I
3 think -- and that's important, and the
4 reason that happens, we've learned
5 across the country that if we cut the
6 line at the property line, all that does
7 is shake up the lead particles in the
8 pipe and releases more lead in the home.
9 So we find it best to replace the entire
10 line for the person.

11 I think you're asking if
12 replacing our main, do we damage the
13 lateral; is that what you're asking?

14 COUNCILMAN JONES: So when we
15 replace piping, we only replace the
16 piping that is in the City's domain, but
17 there is piping that goes to the
18 individual property owner. Sometimes
19 that is old as well. So if you fix a
20 little bit, it kind of puts stress on
21 the older portion of the sewer line. So
22 how does that work?

23 COMMISSIONER HAYMAN: Okay. I
24 will start off and I'll hand it off to
25 Donna Schwartz, our Deputy for

1 Operations. That lateral is the
2 homeowner's responsibility. It is their
3 property. So if we remove the main
4 properly and did not damage the lateral
5 and it happens that the lateral is also
6 100 years old, the homeowner will be
7 responsible for the lateral.

8 But, Donna, I want you to add
9 if there's anything else that you wish
10 to add to that statement.

11 (No response.)

12 COMMISSIONER HAYMAN: Donna?

13 (No response.)

14 COUNCILMAN JONES: While
15 Donna's teeing up, the insurance policy
16 you got up to recruit, the American
17 Water Resource, how is that holding up
18 to protect homeowners and the costly
19 replacement of that kind of
20 infrastructure?

21 COMMISSIONER HAYMAN: Well,
22 that too is something that has become
23 very public across the country. Because
24 replacing a lateral can cost you \$10,000
25 a month. And so, what happens is by

1 having that policy and paying a low
2 monthly amount when there is an issue
3 with your lateral, they will come and
4 make the repair just like having a
5 policy for maintenance on your car. So
6 we advise people to take advantage of
7 that as best as they can.

8 COUNCILMAN JONES: So I'm going
9 to yield the mic. I believe Katherine
10 Gilmore Richardson is the first one.

11 Member, are you there? Member
12 Richard --

13 COUNCILWOMAN GILMORE

14 RICHARDSON: Thank you. Thank you so
15 much, colleague.

16 And thank you so much to
17 Commissioner Hayman. It was good to be
18 with you at the Tap into Resilience at
19 the Water Conference we were at together
20 just a few short days ago, and just
21 appreciate all the work that you all are
22 continuing to do to represent our City
23 so well and to continue to be an
24 international leader on so many issues.

25 I wanted to start by talking

1 about some of the work that we've been
2 focusing on around the Environmental
3 Protection Agency Local Government
4 Advisory Committee, and I've worked with
5 several of my fellow Committee members
6 to submit recommendations to EPA
7 regarding guidance on the implementation
8 of the bipartisan infrastructure
9 package. And a lot of the funding
10 coming through EPA specifically is going
11 to be water-based.

12 And so, I wanted to know how
13 you all are evaluating available funds
14 specifically in your department and how
15 outside sort of the work that's
16 happening with the overall committee
17 that's been assembled, and if you all
18 are strategizing around the workforce
19 development opportunities that will
20 present itself as a result of some of
21 the projects that you all can vie for
22 recognizing that we have a number of
23 updates, necessary updates that we need
24 to take advantage of and dollars that we
25 know will be coming into the City. So I

1 just wanted to know your position, and
2 sort of work around the infrastructure
3 package to start out.

4 COMMISSIONER HAYMAN: Okay.
5 Well, one, we're still in the process of
6 getting a handle on exactly how much
7 money is going to come in. We're
8 working with the City's different
9 offices that are meeting regularly
10 through the Mayor's Office, and we're
11 getting information as far as the
12 amounts of monies that are going to come
13 in.

14 But also two, it's important to
15 understand with the Bipartisan
16 Infrastructure bill it's going to be
17 very helpful. We're very appreciative
18 of what we're going to receive and we're
19 excited about it. The needs of the
20 Philadelphia Water Department alone are
21 in the billions of dollars over the next
22 six years.

23 For example, I talked about the
24 Water Master Plan. Well, what happens
25 with that, that's a 25-year program,

1 \$2.5 billion by itself and that's going
2 to allow us to do the 400 projects that
3 need to be done regarding the
4 infrastructure.

5 One of them is going to be
6 include tearing down and rebuilding
7 Queen Lane, which is a herculean task.
8 So again, the Philadelphia Water
9 Department alone, our expenses are
10 \$1 billion or more over the next six
11 years. While the federal investment in
12 infrastructure is welcome, existing need
13 far exceeds the available funding.

14 It is our understanding a
15 significant amount of the funding will
16 be distributed to the State Revolving
17 Fund which will be through PENNVEST.
18 There's an issue there in that PENNVEST
19 application for financial assistance may
20 result in grants and forgivable loans,
21 are low cost loans. Under the current
22 PENNVEST guidelines, the City and
23 Philadelphia Water does not meet the
24 threshold to qualify for the grants and
25 the forgivable loans. So it looks like

1 we would get the low cost loans.

2 Now, we're trying to have
3 discussions to follow up to see if
4 there's a way to have any changes with
5 that, to lobby and try to make changes,
6 but that's where it stands at this
7 point.

8 COUNCILWOMAN GILMORE

9 RICHARDSON: Okay. Well, Commissioner,
10 can you send that information to all of
11 my colleagues so we can follow up
12 regarding that matter. I do understand
13 that some of the funding will be
14 formula-based, but a number of the
15 projects will be competitive, specific
16 projects that we will have to vie for.
17 I've seen several of them come down the
18 pipeline in our weekly digest for Elgac
19 and Scads(ph).

20 I'll certainly follow up with
21 you all prior to our inperson meeting in
22 D.C. in June, but I just want to ensure
23 that we recognize that a number of these
24 opportunities will be competitive and
25 not formula-based. And so, it will be

1 up to us with these projects to address
2 some of the longstanding infrastructure
3 challenges that we face that my
4 colleague Councilmember Jones just
5 mentioned and talked about, and the
6 issues that you have so aptly noted
7 around the different areas in Queen
8 Village and also in Southwest
9 Philadelphia.

10 Really quickly, one of the main
11 requirements for the Water Department is
12 implementing the CSO consent order and
13 agreement. And so, all of us know that
14 it's Green City, Clean Waters. We know
15 we just celebrated the 10-year
16 milestone, and we know that from here
17 we'll face a lot of challenges around
18 achieving our green acre targets.

19 And so, can you provide us
20 information on how we're evaluating the
21 effectiveness of the program and if
22 we're looking at any additional upgrades
23 or edits so we can assure we need the
24 program requirements and if there are
25 any policy changes that need to be made

1 to ensure that we're making it easier
2 for you all to address CS0?

3 COMMISSIONER HAYMAN: Yes.

4 I'll start off and I'll hand it off to
5 Mark Camaratta, who works on the green
6 side of Philadelphia Water. We've done
7 well. I mean, when I talked about us
8 reaching our 10-year milestones and
9 eliminating 2.7 billion gallons of
10 pollution, that's wonderful. But we
11 also have met -- been able to obtain low
12 hanging fruit. So now going forward,
13 it's going to be harder to find the
14 opportunities.

15 So we're going to be looking at
16 the public partnerships, we're going to
17 be looking at working with the parks,
18 working with the School District and
19 it's going to be harder to get the low
20 hanging fruit that we need or the fruits
21 that we need to get the anchorage that
22 we need.

23 Now, Marc, if you would add
24 onto that.

25 MR. CAMMARATA: Yeah. Just --

1 well, thank you for the opportunity.

2 This is Marc Cammarata, Philadelphia

3 Water, the Deputy for Planning. I do

4 like green, but I have a lot of other

5 planning initiatives that I need to

6 focus on too. And what I think what's

7 important is to talk about how the

8 program, our combined sewer overflow

9 program is not just green

10 infrastructure.

11 I mean it is reliant on

12 traditional infrastructure, tried and

13 true infrastructure, not just what we're

14 doing for capacity enhancement and pump

15 station modifications and what we do at

16 our treatment plants, but getting

17 creative in thinking about storage and

18 tunneling solutions in the program,

19 although it gets a lot of attention

20 because of green.

21 You know, it does have the

22 ability for us to integrate traditional

23 infrastructure. It is an adaptive

24 management program. It is a very

25 ambitious visionary program and we'll

1 keep an eye on our targets as we move
2 forward and try to make the appropriate
3 engineering decisions, financial
4 decisions and that really comes down to
5 coordination.

6 Every project we do has to be
7 coordinated with the City. If it's a
8 traditional project, if it's a green
9 infrastructure project, it really comes
10 down to partners, whether it's citing
11 projects, whether it comes down to local
12 maintenance, whether contractors. So
13 we're just constantly thinking about
14 ways to just get the best projects out
15 there to meet the needs that we have.

16 And we do have a lot more to do
17 with incentives program, thinking about
18 how private can support the delivery of
19 green infrastructure. We own very
20 little property, right, public lens
21 where we can cite green infrastructure,
22 so the private side is very important.

23 What the Commissioner was
24 alluding to was we've done a lot of
25 projects on the public side, but as you

1 have to deliver more and more and more,
2 you need to try to get offstreet a
3 little bit. So really thinking about
4 private property as a location to manage
5 stormwater is key.

6 COUNCILWOMAN GILMORE

7 RICHARDSON: No, I heard the bell and
8 I'll honor the clock and I'll come back
9 around for a second round. But I
10 definitely want to ensure that we are
11 looking at any policy changes that will
12 be necessary moving forward into the
13 next decade of this work around making
14 things easier for you all to continue to
15 address CSO, recognizing the challenges
16 we have seen in the City and ensuring
17 that we can adequately meet that work.

18 Okay. So I'll circle back on
19 the second round with a number of
20 additional questions.

21 COUNCILMAN JONES: Thank you,
22 Member Richardson, and we know you're on
23 top of the environmental issues for
24 Philadelphia.

25 Chair recognizes Member Green.

1 COUNCILMAN GREEN: Thank you,
2 Mr. Chair.

3 I'd like to thank Commissioner
4 Hayman for your testimony, the work that
5 you have done. Also, I just wanted to
6 let you know I do still have my pool
7 book. This was a phenomenal event and
8 just giving some personal background
9 which we learned from your background in
10 St. Louis and my fraternity was
11 represented from, you know, my
12 fraternity brother Jim Ellis and the
13 work he's done in the Philadelphia Parks
14 & Recreation in exposing the young
15 people, especially people of color
16 particularly to swimming, and a lot of
17 the information that I thought was very
18 interesting in reference to that
19 exhibit, so definitely thank you for
20 that work.

21 I just have a couple of
22 questions that I had. First, I wanted
23 to get a perspective regarding the
24 Bipartisan Infrastructure bill also
25 known as the Infrastructure Investment

1 Jobs Act, Councilmember Gilmore
2 Richardson raised that question. Are
3 you working collectively as part of the
4 Administration on that?

5 I know Mike Carroll has been
6 working on that to some degree, but it
7 seems like Airport's over here, PGW has
8 been working on some initiatives. Where
9 is Water? Is there a collective
10 approach or is it more the enterprise
11 entities are going their own --

12 COMMISSIONER HAYMAN: No,
13 there's more of a collective approach as
14 far as understanding where the money's
15 coming from, what money's coming in and
16 getting a handle on it. Now, we still
17 don't have all the figures of what to
18 actually expect. And I mentioned the
19 issue we have with most of the money
20 coming in from the State Revolving Fund,
21 that a lot of what we're going to get is
22 the low cost loans, but we're still
23 going to try to lobby and push to get
24 the grants and the forgivable loan to
25 the extent that that's possible.

1 Now, let me do this if I could,
2 Steve Furtek, could you talk a little
3 bit about the federal money that's
4 coming in and expectations.

5 MR. FURTEK: Sure. This is --

6 COUNCILMAN GREEN: Real quick,
7 any of those dollars coming in to
8 improve the water quality of Delaware
9 Schuylkill as well?

10 MR. FURTEK: Yes, this is Steve
11 Furtek, Water Engineering Manager. So
12 far what we've learned about the money
13 coming in from the federal government is
14 that it's based with PENNVEST to
15 administer. And PENNVEST right now is
16 a loan-only policy for us, so it doesn't
17 look like we qualify for grants at the
18 present moment. Hopefully, that will
19 change over time.

20 COUNCILMAN JONES: Member
21 Green. Member Green.

22 COUNCILMAN GREEN: Yes.

23 COUNCILMAN JONES: They said
24 that twice. Can you question why
25 Philadelphia is ineligible --

1 COMMISSIONER HAYMAN: Okay.

2 COUNCILMAN JONES: -- for
3 grants as opposed to loans?

4 COMMISSIONER HAYMAN: It has to
5 do with their calculation. I'll have my
6 Deputy of Finance add on to this, but it
7 has to do with their calculation of what
8 is a needy community and per their
9 calculation and per their permutations,
10 we do not fit that parameter. As a
11 result, we get the low-cost loans. And
12 I'll allow my Deputy of Finance to --

13 COUNCILWOMAN GILMORE

14 RICHARDSON: Point of information,
15 Mr. Chair.

16 COUNCILMAN GREEN: Commissioner
17 Hayman -- and Councilmember Gilmore
18 Richardson also has a point of
19 information -- but that's in reference
20 to dollars coming from the federal
21 government to the state going to
22 PENNVEST. But what about the ability to
23 apply for grants directly through the
24 federal government because there's a
25 whole host of dollars and opportunities

1 that we can get not just through

2 PENNVEST?

3 I know I've brought it up
4 consistently. That's why it's the first
5 question because I know through my work
6 on the Executive Committee of National
7 League of Cities there are a lot of
8 departments where dollars are
9 available -- I know Councilmember
10 Gilmore Richardson's aware of this as
11 well through EPA -- but there are a lot
12 of different departments, and we as a
13 City just do not have a coordinated
14 approach in how we go after these
15 dollars, and not just going for the
16 dollars coming from the Commonwealth of
17 Pennsylvania that are going through
18 PENNVEST.

19 COMMISSIONER HAYMAN: Okay --

20 COUNCILMAN JONES: Point of
21 infor --

22 COUNCILWOMAN GILMORE

23 RICHARDSON: Point of information,
24 Mr. Chair.

25 COUNCILMAN JONES: Chair

1 recognizes Member Richardson.

2 COUNCILWOMAN GILMORE

3 RICHARDSON: Thank you, Mr. Chair. And
4 thank you so much to my colleague
5 Councilmember Green. Please do not
6 count this against his time --

7 COUNCILMAN JONES: We will not.

8 COUNCILWOMAN GILMORE

9 RICHARDSON: -- but I have to jump in
10 here because I am a member of the local
11 government Advisory Committee for the
12 U.S. EPA. We have been working with
13 them very closely. President Biden has
14 the Justice40 Initiative that
15 specifically targets communities like
16 Philadelphia. There is competitive
17 funding for the City to apply for,
18 specifically for water even through some
19 of the EPA projects. I've seen them
20 myself.

21 And I've had two departments in
22 the City apply for two federal
23 opportunities, one of which will be
24 announced soon that's a couple of
25 million dollars, and another opportunity

1 that another department just applied
2 for, and I sent one to the District.
3 And so, I just want to ensure that we
4 have clarity together that there are
5 additional opportunities that we can
6 apply for directly as a department,
7 directly to the federal agencies that
8 may have opportunities outside of the
9 infrastructure package.

10 And if it's helpful for us to
11 do something specific for Water working
12 with our Council President, our
13 leadership team and colleagues to get
14 that information, ensure it's passed
15 along, I will be more than happy to do
16 that. We've even been sharing the
17 weekly digest from Elgac and Scads to
18 ensure that information has been getting
19 over.

20 So I just want to make sure
21 that we say for the record that we're
22 aware that there are direct
23 opportunities for the City of
24 Philadelphia for cities specifically
25 like us that are typically underserved,

1 that President Biden wants to get
2 through his Justice40 Initiative,
3 ensuring that 40 percent of the funds go
4 to municipalities like Philadelphia so
5 we can address our longstanding issues
6 and challenges as it relates to
7 infrastructure and water, climate change
8 and you name it. But we can address it
9 with this package.

10 Thank you for the leeway,
11 Mr. Chair. And thank you so much,
12 colleague Councilmember Green.

13 COMMISSIONER HAYMAN: If I may,
14 I wanted my Deputy of Finance Melissa to
15 add any additional comments regarding
16 the federal money to put things in
17 perspective.

18 MS. LaBUDA: You bet. So I
19 apologize. I seem to have lost my
20 camera. I'm not sure why. So it's
21 Melissa LaBuda, Deputy Commissioner of
22 Finance. Yes, we are working
23 collaboratively with the City on
24 pursuing grant opportunities and we also
25 are relying on contract support to help

1 us identify opportunities at the federal
2 level.

3 To give you an example of some
4 of the things we've applied for are the
5 Building Resilient Infrastructure
6 Communities grant, the hazard mitigation
7 grant. We're right now reviewing what
8 type of projects might fit under the
9 Homeland Security Program grant, so we
10 are looking for grant opportunities
11 outside of just PENNVEST. And as
12 described, PENNVEST looks at several
13 economic factors and then evaluates how
14 much of an impact your bill is as
15 compared to median-household income.

16 Our bill does not meet the
17 threshold for grants when you take our
18 typical water, sewer and stormwater bill
19 and evaluate it the way PENNVEST does
20 against MHI. But, yes, thank you, we
21 would love the weekly digest. We are
22 working collaboratively. We are working
23 with an outside consultant and we are
24 pursuing direct federal grants as I just
25 mentioned. And again, I apologize for

1 the camera problem.

2 COUNCILMAN JONES: Thank you
3 for those comments.

4 Member Green, do you want to
5 continue?

6 COUNCILMAN GREEN: Yeah, just
7 to follow up. Thank you. And
8 Councilmember Gilmore Richardson and
9 myself are both resources if you need
10 additional support, either through the
11 work she's doing with the EPA or for the
12 work I'm doing with the National League
13 of Cities.

14 Since we were talking about
15 water quality, what's the Water
16 Department doing to improve the water
17 quality both from the Delaware River and
18 the Schuylkill? I am a rower, which I
19 once again point of information and
20 point of personal privilege
21 Councilmember Jones got me into rowing.
22 But a number of citizens in the City of
23 Philadelphia use both those waterways
24 for kayaking, for paddle boating, all
25 kinds of other activity. I won't say

1 dragon boating because us rowers don't
2 use that phrase. But what are we doing
3 to improve the water quality on those
4 two waterways?

5 COMMISSIONER HAYMAN: Okay.
6 Marc Cammarata, if you would.

7 MR. CAMMARATA: Yeah. I mean,
8 you look at our capital investments year
9 in and year out and every project we do
10 is about improving water quality,
11 whether that's treatment plan
12 enhancements, whether that's green
13 infrastructure using source control,
14 whether that's just sewer replacement.

15 Particularly, we're working on
16 some pretty substantial pump station
17 replacements or pump station expansion
18 that will allow us to convey more wet
19 waterflow to a treatment plant, which
20 will reduce combined sewer overflow down
21 in the Southwest District.

22 We're looking at a side street
23 and treatment project that's about I
24 think 70 percent, maybe 90 percent
25 designed at this point which will reduce

1 the ammonia load to the Delaware. Our
2 Green City, Clean Waters plan is a
3 multi-billion dollar 25-year plan
4 focused on improving water quality in
5 the Schuylkill and Delaware, so
6 continuing to implement that program.

7 But looking at infrastructure
8 restrictions, plant expansion, we have a
9 whole host of projects that are in our
10 capital plan right now that we will use
11 capital dollars to fund or hopefully we
12 get some low interest money or maybe
13 even grant money to just continue to
14 implement and reduce some of the burden
15 on our ratepayers, but we have a whole
16 host of projects that are all focused on
17 water improvement, wastewater
18 improvement and the rivers that benefit.
19 Ultimately, everything drains to the
20 Delaware, so the Delaware is the river
21 that benefits in total.

22 COMMISSIONER HAYMAN: And I
23 mentioned the master plan, we have a
24 wastewater -- we're putting together a
25 Wastewater Revitalization Plan that will

1 deal with the wastewater plants. And as
2 he said, whatever we do there improves
3 the water quality in the rivers.

4 COUNCILMAN GREEN: I just have
5 one last question. This is a quick
6 aside. There are other activities on
7 the Schuylkill. I know fishing is very
8 prominent especially in the 4th Council
9 District. I know in Councilman
10 Johnson's District there's also fishing.
11 I'm not sure there'll be any competition
12 between those two Council Districts
13 regarding fishing.

14 The last question I have,
15 there's been some recent concerns
16 regarding the banning of recreational
17 supports on the Delaware, especially
18 based on a letter from the Mayor kind of
19 exchanged to City Council. What is the
20 Water Department's position on that ban
21 of recreational water sports on the
22 Delaware, considering the work and the
23 infrastructure investment you're making
24 to improve the water quality and so many
25 citizens do use both waterways, but this

1 recent letter talked about banning
2 recreational sports on the Delaware?

3 COMMISSIONER HAYMAN: Okay.

4 Well, there's an issue, one, with the
5 safety aspect of it as far as the
6 commercial channels and the ships that
7 come through. Also, we have limited
8 funds so we have to be very strategic on
9 what plans we go forward with.

10 Now, do we go forward with a
11 multi-million dollar plan on the river
12 or is it more important for us to get a
13 more bang for our buck in the
14 neighborhoods in other areas that we
15 need to face the money, so we have some
16 constraints. It's our concern, there is
17 some concern about the safety aspect of
18 it, but also too what is the best
19 priority, a prioritization of the
20 limited funds that we have.

21 COUNCILMAN GREEN: My time is
22 up so I don't want to continue to use up
23 your time. I've expunged my time. And
24 so hopefully, I'll get some more time
25 through the Council President or

1 Councilmember Jones going forward.

2 COUNCILMAN JONES: I yield the
3 mic to the President.

4 COUNCIL PRESIDENT CLARKE:
5 (Muted).

6 COUNCILMAN JONES: You're on
7 mute, sir.

8 COUNCIL PRESIDENT CLARKE:
9 Thank you, Councilman. Thank you for
10 filling in. Where did we leave off,
11 Councilman?

12 COUNCILMAN JONES: So I believe
13 Katherine Gilmore Richardson had a
14 second round and might be up and then
15 me, and then maybe Member Green again.
16 That's what I --

17 COUNCILMAN SQUILLA:
18 Councilmember Jones, I know I didn't get
19 a first round yet.

20 COUNCILMAN JONES: Okay.
21 Member Squilla obviously.

22 COUNCIL PRESIDENT CLARKE: All
23 right. Here we go. Chair recognizes
24 Squilla.

25 COUNCILMAN SQUILLA: Thank you,

1 Council President. How are you.

2 Randy, I really appreciate it.

3 I'd like to follow up a little bit on
4 Councilman Green's questioning on the
5 cleanliness of the river, and I'm a big
6 supporter of Green City, Clean Waters,
7 and we received the benefits of that
8 moving forward. So my question is and
9 you alluded to it a little bit, is the
10 concern about prioritizing it. And I
11 think that's really a little bit
12 shortsighted in the sense that we can do
13 both. I think we can do both Green
14 City, Clean Waters and look at how we
15 prioritize the overflow of our CSOs into
16 our rivers.

17 It's a really important aspect
18 of us as a City to make sure we prevent
19 as much of the overflow as possible, and
20 other cities have done things to
21 mitigate that. And why do you think
22 we're not able to do both Green City,
23 Clean Waters infrastructure work and
24 also mitigate the overflow and not only
25 the wet overflow, but sometimes the dry

1 overflow into our rivers of wastewater?

2 COMMISSIONER HAYMAN: I'll also

3 call on Marc because he has a handle on

4 the size of the projects we're doing.

5 But when you look at the size of the

6 projects that we have outside of

7 cleaning just the river itself, they are

8 large projects, expensive projects and

9 it's our feeling that you get a bigger

10 bang for your buck if we're able to

11 prioritize those projects and go forward

12 with what we have to do.

13 Also, again there is a safety

14 issue that's been brought up as far as

15 the ships that traverse up and down the

16 river and as far as a safety issue as

17 far as individuals, be it kayak or

18 swimming there, and --

19 COUNCILMAN SQUILLA:

20 Commissioner --

21 COMMISSIONER HAYMAN: -- then

22 there's a question of who benefits from

23 it. Are we doing the best that we can

24 for the City as a whole, are we

25 benefiting a certain segment of the

1 City, so there's a big picture of what
2 we have to look at.

3 Now, Marc, we have talked
4 before. You may want to add some other
5 comments.

6 COUNCILMAN SQUILLA: I do. I
7 just want to say I mean, you're talking
8 about safety issues. And I know,
9 listen, they do this in New York, it's
10 probably one of the biggest supports we
11 have in the country. But I'm talking
12 about CSO overflows. We're talking
13 about billions of gallons of wastewater
14 into our rivers. And, yes, we'll make
15 rivers cleaner and that should be our
16 goal. So why can't we do both,
17 especially with this opportunity now
18 with grants that are available and
19 infrastructure dollars?

20 I think we're selling ourselves
21 short, and I just see a hesitancy from
22 the Department to actually go in this
23 direction. And it seems a little
24 frustrating at least from my perspective
25 in why we wouldn't consider going both

1 directions. And I'm a big advocate and
2 big supporter of Green City, Clean
3 Waters.

4 And I also do not like and I
5 don't think picking up trash and debris
6 and waste from the rivers is a suitable
7 resolution to our CSO overflows during
8 wet or even dry times.

9 MR. CAMMARATA: Councilmember,
10 if I can just add our Green City, Clean
11 Waters program is about reducing
12 combined sewer overflows to the
13 Delaware. We're spending \$5 billion I
14 think -- Missy, please correct me on my
15 number -- I think that's the latest one
16 we've used. And at the end of that
17 investment at the end of 2036, we're
18 still going to have 6 billion gallons of
19 combined sewer overflow still going to
20 these rivers.

21 The problem is massive. It's a
22 massive issue and it's a costly issue,
23 and that's just combined sewage. That's
24 not even the stuff that the Commissioner
25 just talked about, which is billions of

1 dollars investment that we need to make
2 in our water facilities and all these
3 other elements that we need to do, all
4 the pipe replacement we need to do.

5 So it's not about not wanting
6 to do both. It's really about trying to
7 figure out what we can do with the money
8 we have. And I do agree, I think those
9 federal funds that may come in, we may
10 not be able to use it for CSO-related
11 projects, combined sewer overflow
12 projects, but maybe we use it for lead
13 replacement which then allows us to not
14 have to spend money on lead replacements
15 and we can go and do some additional
16 work in some other priorities.

17 But we're addressing -- yeah,
18 we're going to need to address flooding,
19 we're doing vulnerability assessments
20 for climate change and the impacts to
21 our facilities, massively aging
22 infrastructure in addition to just wet
23 weather CSO control. And the CSOs are
24 only 60 percent of the City. We're
25 negotiating a permit for the other 40

1 percent of our City, which has us
2 imagining stormwater in that section as
3 well, which is going to be another cost.

4 So --

5 COMMISSIONER HAYMAN: The key
6 is, the key is -- go ahead. I'm sorry,
7 Marc. Go ahead.

8 MR. CAMMARATA: No, it's just
9 what you were going to say. It's about
10 spending what we can, what we have to
11 meet the objectives that we just don't
12 see now, but the ones that we see
13 presenting themselves in the future.
14 Even the nutrient projects I mentioned,
15 the nutrient project is trying to get
16 ahead of a regulation that may be coming
17 where we may have to spend billions more
18 to deal with nutrients.

19 So it's just about making the
20 investments that give us the best gain
21 at this point and set us up for
22 additional future investments.

23 COMMISSIONER HAYMAN: Well, the
24 bottom line is we also look at the water
25 revitalization project, again \$2.5

1 billion over 25 years. We have limited
2 funds. It's just like when we talk
3 about the federal money coming in and I
4 said, we have more than 2 billion worth
5 of expenses over the next six years just
6 Philadelphia Water itself, let alone the
7 other needs throughout the state and the
8 City.

9 And so, we have to prioritize
10 and make it a determination what is
11 going to get the most for us out of the
12 limited funds that we have. And if we
13 had a magic wand and had even more
14 money, we would be able to do more of
15 the things that you're pointing at,
16 Councilmember. But where we are, we're
17 making the best decisions as we can
18 using the scientists, using the
19 engineers to make intelligent thoughtful
20 decisions on what's the best way to use
21 the limited funds that we have.

22 COUNCILMAN SQUILLA: Well, I'm
23 willing to advocate on this and
24 hopefully we can find a way to do all
25 these things. I'm going to go on and

1 you mentioned flooding. We've been
2 trying to get a meeting with the Water
3 Department for flooding down on McKean
4 Street under 95 in South Philadelphia
5 for over a year now to deal with all the
6 flooding that's happening there, and it
7 doesn't seem like it's that big a deal
8 to be able to sit down and figure this
9 out. It's not like some of the
10 challenges we have out in Southwest
11 Philly and other areas.

12 And I just can't understand why
13 email after email we're still not able
14 to put this meeting together. Is there
15 a reason why the Water Department
16 wouldn't want to meet with the community
17 to discuss this and figure out a
18 resolution?

19 COMMISSIONER HAYMAN: No, I'm
20 more than happy to meet with you to have
21 a meeting to discuss the situation. I
22 think I've done that with most of the
23 phone calls I've received when people
24 wanted to meet. Now, there is an issue
25 with flooding as far as if we're talking

1 about overland flooding or are we
2 talking about our system backing up and
3 causing flooding.

4 Overland flooding is a city-
5 wide issue. That's a city-wide
6 initiative, and there is a group that I
7 know that Glen Abrams is involved with
8 because it looks at flooding and how to
9 solve it in big picture areas. Now,
10 that's different from our system failed
11 and we caused the flooding. So I don't
12 know --

13 COUNCILMAN SQUILLA: It's a
14 sewer --

15 COMMISSIONER HAYMAN: -- off
16 the top of my head. I would have to
17 look at it.

18 COUNCILMAN SQUILLA: It's sewer
19 backup flooding. I mean, I've been
20 emailing everybody. I'll copy you again
21 on this email and maybe we can set this
22 up. You can see the thread goes on for
23 over a year trying to set this meeting
24 up, and then I will email you right
25 after this hearing and hopefully we can

1 get --

2 COMMISSIONER HAYMAN: Let's do
3 that. Please do that. And we'll set
4 something up so we can go ahead and meet
5 and talk. The bottom line, I want to be
6 transparent and you deserve an
7 intelligent answer, either yes or no.
8 We may agree or disagree, but I owe you
9 an intelligent answer on what our
10 position is. So let me do this, send me
11 an email and then we'll set up a meeting
12 and we'll look at it.

13 COUNCILMAN SQUILLA: All right.
14 And I appreciate that and I appreciate
15 your time today. Thank you.

16 COMMISSIONER HAYMAN: Thank
17 you.

18 COUNCIL PRESIDENT CLARKE:
19 Thank you. Thank you, Councilman.

20 Chair recognizes Councilwoman
21 Gilmore Richardson.

22 COUNCILWOMAN GILMORE
23 RICHARDSON: Thank you. Thank you so
24 much, Council President.

25 And thank you again,

1 Commissioner Hayman. I just have
2 several other questions. I'll start
3 back where I left off. Wanted to talk
4 about the green acres. You know that we
5 now have a lot of the green acres that
6 come through private development, which
7 I think is good. But we wanted to
8 ensure that you all are thinking about
9 how you're prioritizing environmental
10 justice communities, especially for the
11 public dollars that we're going to put
12 into green acres so that we can ensure
13 that we are addressing the areas that
14 have the CSO. Many of which are those
15 EJ communities, those historically
16 underserved communities that have lacked
17 investment in this arena for a very long
18 time and have persistent issues around
19 CSOs.

20 So how are you all working with
21 the EJ communities to address this
22 particular need, but also around
23 prioritizing projects in those areas so
24 that we are ensuring that the Water
25 Department is also centering

1 environmental justice communities and
2 not something that we place on the lap
3 of the Office of Sustainability?

4 The second part of that
5 question is how you all are thinking
6 about environmental impact bonds to pay
7 for some of the green infrastructure
8 projects; is that something that you all
9 are also considering?

10 COMMISSIONER HAYMAN: One, as
11 far as where will we use our monies, our
12 funds, we look across the entire City.
13 We want to make sure that every part has
14 a benefit from the green infrastructure.
15 It's not just the richer areas of town,
16 so we have a commitment to that.

17 Our team looks at what areas
18 we've used the money in the past,
19 evaluates where we can use it in the
20 future and tries to implement it so that
21 it's done fairly. The other part --

22 COUNCILWOMAN GILMORE

23 RICHARDSON: Agree. Commissioner, I
24 apologize. Point of information, I
25 agree with you and I agree that we need

1 to be equitable in our investments. I
2 think my primary concern is that some of
3 the areas that we know have the worst
4 CSO and they've historically had this
5 for years, those are the communities
6 that we need to really look at. That's
7 being equitable versus being equal in
8 the treatment of where you place the
9 dollars. So that's what I'm seeking to
10 get from you.

11 COMMISSIONER HAYMAN: No, let
12 me say this, I agree with you. It's not
13 a matter of every area gets -- I'm
14 making up a number, \$500. If there's an
15 area that has a major problem that's
16 persistent for a number of decades and
17 needs to be improved, you prioritize it.
18 So I agree with you. I'm not fighting
19 you on that.

20 And so, what we do need to do
21 is to evaluate those areas that have
22 historically not benefited from the
23 project and to the extent that we can,
24 try to address it. So that is an
25 ongoing process that our engineers and

1 Marc's group look at as they decide
2 where the green dollars go.

3 Marc, I'll let you talk a
4 little bit about how you select the
5 areas that we go to.

6 MR. CAMMARATA: Yeah. I think
7 with a source control kind of managing
8 water where it falls program, you need
9 to be in the communities, you need to
10 build relationships with the community.
11 And we structured our planning team and
12 our outreach team to get to know the
13 people in the community where we are
14 going to invest. And construction's
15 construction. We're going to be
16 disturbing an area. They're not going
17 to be happy. But we really have an
18 approach where we're hand-in-hand with
19 the community members.

20 Councilmembers, your staff and
21 environmental advocates, we're trying to
22 make community investments that folks
23 appreciate. And I think to the previous
24 point we're seeing a lot of opportunity
25 in the Tacony section, the Tacony Creek.

1 We see a lot of area of opportunity for
2 green infrastructure and the watershed
3 that really helps with the water quality
4 on that receiving stream.

5 Same thing with the Cobbs Creek
6 and I want to mention -- but both of
7 those where we see a bit more of the
8 environmental injustice, right, and
9 where we have heat stress, those are two
10 receiving streams that are not the
11 Delaware. So it's a perfect example of
12 if we had to redirect money for higher
13 levels of control on the Delaware, that
14 comes out to cost to investments
15 elsewhere where we may be seeing other
16 types -- I don't want to say you can say
17 more benefits on investment, but you can
18 define it that way.

19 So again, these are the things
20 you need to balance. These are the
21 variables. These are the objectives
22 we're trying to solve with honestly a
23 fraction of the money to solve the water
24 resource issues that are presenting
25 themselves to us.

1 COUNCILWOMAN GILMORE

2 RICHARDSON: No, understood. And I want
3 to thank you, Marc, you said an
4 important point, for working with my
5 team and with my staff and with Eliza
6 and the whole team and meeting with the
7 group. We appreciate you and all of the
8 work that you all have been doing.

9 I do have additional questions,
10 but I heard the bell and I will honor
11 the clock. And I'll come back around to
12 talk about workforce development and
13 workers in the Water Department. So
14 thank you so much, Commissioner Hayman
15 and Marc.

16 And thank you, Council
17 President.

18 COUNCIL PRESIDENT CLARKE:
19 Thank you, Councilwoman.

20 I believe Councilman Jones.

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

23 For my round of questioning, I
24 want to once again say how much I
25 appreciate your department and what it

1 does and what it has the potential to do
2 for communities in my District. I'd to
3 talk about when the new water meters
4 were placed in. We got a lot of calls
5 about people who wound up getting shut
6 off because of lack of access to be able
7 to install the new meters. Can you tell
8 me about that process?

9 COMMISSIONER HAYMAN: Yes.

10 Yes, that is true that if you do not
11 work with us, there's the ability to
12 shut it off, cut the water off. But
13 what we did, we talked about this at the
14 very beginning and what we were able to
15 do is simply tell people to inform us
16 because when COVID was raging, people
17 were afraid. We said, just inform us
18 that you wish to wait and we'll put you
19 at the end of the list and that will
20 bring in more time.

21 So really it's more of a
22 communications process. So if they
23 communicate with us, we're usually able
24 to move them to the end of the list
25 until there's a period where they feel

1 more comfortable letting workers into
2 the home or into the basement area.

3 Now, Donna, I'd like you to add
4 to that if you would please.

5 MS. SCHWARTZ: When you say
6 lack of access, do you mean that -- oh,
7 I forget to identify myself. Donna
8 Schwartz. Sorry about that. When you
9 say lack of access, do you mean that we
10 couldn't get access to their meter or
11 the home, did not provide access to
12 their home?

13 COUNCILMAN JONES: I think it
14 was all of the above. There were cases
15 where people just couldn't be home to
16 let you guys in. There are cases where
17 they didn't get notification that you
18 wanted to get in. There were cases in
19 which they were reluctant to let anyone
20 in to their home during COVID and did
21 not know that that communications option
22 was available.

23 So I was a little taken aback
24 because it is generally the policy of
25 the Water Department that you have to do

1 something really egregious to get cut
2 off if you live in the property. So I
3 was shocked when we heard of these
4 instances where people were
5 disconnected.

6 COMMISSIONER HAYMAN: Donna, if
7 you would walk him through the process.
8 I know we went through a number of
9 letters, drafting certain letters to
10 inform them of the necessity to go in
11 and how they had to correspond back to
12 us, at least contact us to tell us that
13 they needed more time. If you can walk
14 him through that process.

15 MS. SCHWARTZ: Yeah. The
16 initial contact or the initial attempt
17 at changing out the meter was made by
18 our contractor that's part of the AMI
19 project. If they could not get access,
20 then that got forwarded to PWD. And we
21 also sent out letters and tried to get
22 access to the property. If the person
23 responded that they were just unable to
24 make an appointment or they worried
25 about COVID predominantly, we told them,

1 okay, we'll take you off the list, we'll
2 put you at the end of the list and we'll
3 come back at some later time when you
4 feel more secure about it.

5 What we needed was someone to
6 respond to us. If you did no response
7 whatsoever to any of the mailings or any
8 of our attempts to contact you, then
9 yes, we did end up shutting off to
10 prompt a response so that we could get
11 in there and change out the meter.

12 If you're saying that some people --

13 COUNCILMAN JONES: How many
14 customers were there --

15 MS. SCHWARTZ: Hmm?

16 COUNCILMAN JONES: How many
17 shutoffs were there?

18 MS. SCHWARTZ: I would have to
19 get back to you on that. I don't
20 recall.

21 COUNCILMAN JONES: Okay.

22 MS. SCHWARTZ: If you're saying
23 that you had some people that had no
24 con -- we made no effort to contact them
25 prior to shutting them off for a meter,

1 I would appreciate if you gave me some
2 of those names because that seems --
3 there would have had to have been some
4 kind of lapse in our procedure for that
5 to happen.

6 COMMISSIONER HAYMAN: I will
7 say we were very sensitive at the
8 beginning and we had hours and hours of
9 meetings on what's the best way to
10 communicate and we went through
11 different scenarios. So I would agree
12 that I would think there would be a
13 small number --

14 COUNCILMAN JONES: I mean, I'm
15 not --

16 COMMISSIONER HAYMAN: -- but
17 mistakes happen.

18 COUNCILMAN JONES: I don't
19 think you would intentionally not notify
20 anybody. I'm saying there was a
21 breakdown in communication, they didn't
22 get the mail, it was forwarded, I don't
23 know. But there are cases where people
24 had no idea until the day of the shutoff
25 they were going to be victimized in that

1 way. So I will bring those cases to
2 your attention.

3 But I would like to ask another
4 question: With all of the
5 infrastructure money that is coming our
6 way, how is that going to impact rate
7 increases? Is it going to mitigate
8 those needs or what is your prediction?

9 COMMISSIONER HAYMAN: I'll give
10 the big picture, and then I'll hand it
11 over to my Deputy of Finance Ms. LaBuda.

12 Yes, we'll receive a lot of
13 money at one time to do specific
14 projects. But also, remember that I
15 said that our need is over \$2 billion
16 over the next six years just for
17 Philadelphia water, so it's a lot like
18 your home finances. You can get a big
19 lump sum check today, but you're still
20 going to have expenses and things in the
21 years going up.

22 And so, it sounds bigger than
23 it is, but the money that we're talking
24 about is going to be sliced and diced
25 with different parts of the region,

1 different utilities and all. At the end
2 of the day, there's still going to be a
3 need for a viable rate. Why, because we
4 have so much to do whether we're talking
5 about the water main replacements where
6 we had two water mains break that very
7 much disrupted life in those
8 communities.

9 We have most of our pipes, I
10 think it's over 60 percent of our pipes
11 underground are near the end of life.
12 And so, there's a need to make those
13 replacements. We're talking about
14 tearing down and rebuilding the Queen
15 Lane Water Treatment Plant. That's not
16 just one tub of water, one reservoir,
17 it's huge.

18 So when you put all that
19 together and what's ongoing, the world
20 doesn't stop. I think we still have a
21 very large need. It's going to take a
22 very -- it's going to take a viable way.

23 COUNCILMAN JONES: So my final
24 exit of this, I want to shout out your
25 workforce. I will never forget the day

1 the water main broke. It was freezing
2 temperatures out and there was a person,
3 it might have been 9:00 or 10:00 at
4 night in freezing conditions. He had a
5 large beard. The water molecules had
6 frozen on his beard as he worked to
7 restore water to the homes in the
8 neighborhood. I stopped. I thanked
9 him. I didn't stop him from doing his
10 work because there were people waiting
11 to take a shower, but I never, never
12 forget that dedication to his work in
13 those conditions. So thank you and
14 thank you, members of your staff.

15 COMMISSIONER HAYMAN: Thank
16 you, sir.

17 COUNCILMAN JONES: Thank you,
18 Council President.

19 COUNCIL PRESIDENT CLARKE:
20 Thank you, Councilman.

21 Chair recognizes Councilwoman
22 Gilmore Richardson.

23 COUNCILWOMAN GILMORE
24 RICHARDSON: Thank you. Thank you so
25 much, Council President.

1 And I want to start where my
2 colleague Councilmember Jones left off
3 in thanking the workers of the Water
4 Department recognizing that it truly is
5 an incredible place to have a long-term
6 family-sustaining and supporting career
7 in City government.

8 And I'll never forget visiting
9 with the Water Department workers during
10 the pandemic under some very
11 extraordinary circumstances that they
12 were working under, particularly those
13 who go down in sewers and really do the
14 heavy lifting and hard work here in our
15 City. And I just want to thank them for
16 their service.

17 I wanted to just ask you about
18 where you are with workforce,
19 Commissioner Hayman. Recognizing that
20 we're facing a retirement crisis in this
21 City and we know that the Water
22 Department and a number of our
23 departments will be impacted,
24 particularly because our Water workforce
25 is aging and we struggle to really

1 attract a lot of diverse candidates.

2 So how many people are eligible
3 to retire from the Water Department over
4 the next five years? And if you can
5 provide a breakdown on the departments
6 that will be most impacted, what type of
7 positions will be available because of
8 this and how are you all planning to
9 address this issue?

10 And after you respond to that
11 question, I'll have a couple of
12 additional questions on workforce.

13 COMMISSIONER HAYMAN: Okay.
14 Well, Philadelphia Water like the other
15 utilities across the country, about 50
16 percent of the workforce will be able to
17 retire in the next five or six years,
18 okay. So it's a very large number.
19 What we have to do is really what we
20 should do naturally, encourage the young
21 people in Philadelphia to see that
22 Philadelphia Water is an attractive
23 place to work.

24 And where do you want to work,
25 some place where you feel you're going

1 to be treated well and have a chance to
2 move up the ladder. You can get a job
3 at Philadelphia Water and put your kids
4 through school. And so, that's what we
5 have the obligation to do.

6 We're doing that with our
7 communications department. We do that
8 with the work that we do with the
9 schools to teach the younger kids. But
10 let me talk about the workforce
11 development. I'll try to go quickly.
12 We have the PowerCorps program that
13 works with AmeriCorps, and the City that
14 allows PWD youth who have been involved
15 with the criminal justice system to come
16 in and get a job.

17 I had lunch with two young men
18 who were part of that. One of them
19 started to cry almost to tell me.
20 Mr. Hayman, because I worked in
21 PowerCorps, I bought a house, I bought a
22 car, I'm able to take care of my family.
23 It is important. Number two, we have
24 apprenticeships. We provide
25 apprenticeship opportunities in areas of

1 the greatest need such as the trades,
2 the titles, the electrical plumbing,
3 HVAC, all of that.

4 We also work closely with the
5 School District and I'll say more about
6 that. One success that we had that I
7 told you about last year is our Intern
8 to Hire program. We work with OHR who
9 are able to hire people quicker. So
10 instead of bringing them in internship,
11 they have to wait a year, take their
12 test and then someone else takes them
13 away, we're able to hire them quicker
14 and let them take their exams quicker,
15 which is great.

16 The other one is college
17 recruitment. My feeling is you can't
18 keep going to the same stream looking
19 for the same fish. You need to look
20 other places, especially if you're
21 looking for talented minorities.
22 They're everywhere. So what we have to
23 do is go to Historically Black Colleges,
24 and I have done that.

25 And I've stopped kids in the

1 hallway walking by us and say, hey,
2 would you like to work at Philadelphia
3 Water. And then when they find out I'm
4 the Commissioner, well, yeah, they come
5 over and sit and talk. So there's a way
6 to find a new stream to fish in.

7 But let me say this too about
8 the School District. We have
9 consistently been working with the
10 Philadelphia School District, Office of
11 Career and Technical Education. We have
12 actively recruited from Dobbins, Edison,
13 Mastbaum, Northeast, Randolph,
14 Roxborough, Saul, Swenson high schools.
15 Most CTE programs are only available at
16 the specific schools. As these
17 partnerships continue to grow, we
18 anticipate more outreach events at area
19 schools. We plan on visiting -- already
20 have visited Penn Treaty, Kingstown
21 Health Science, Central, Lincoln High.
22 And so, I say all that to say we're
23 trying to tap into the imagination of
24 the young people in the high schools to
25 bring them in.

1 We're looking at bringing in
2 individuals who have been locked out
3 before because of the involvement of
4 criminal justice system, bringing in
5 apprenticeships and then going to the
6 colleges. And some colleges maybe we
7 didn't visit before, but we should have
8 to try to bring people in.

9 COUNCILWOMAN GILMORE

10 RICHARDSON: No, I thank you for that
11 response and really the personal work
12 and personal touch that you have with a
13 lot of the young people. I know that
14 you talked about that previously and
15 know that it does not go unnoticed.

16 I wanted to ask specifically
17 about the recruitment relative to the
18 Career and Technical Education
19 programming and all of the different
20 programs at the different schools,
21 because some schools are CTE schools
22 versus a school having a CTE program.

23 And so, OHR has been working
24 very diligently to change the job specs
25 for some of the positions within other

1 departments to align with the completion
2 of that particular CTE program, whatever
3 it may be, to align with an entry-level
4 position in a department. Is that
5 something that the Water Department has
6 undertaken with the Office of Human
7 Resources?

8 And I ask because you talked
9 about ensuring that we're investing in
10 our workforce and training opportunities
11 to reskill and upskill internal workers
12 so they can move into positions of
13 greater authority and responsibility.
14 And so, as we do that, I want to ensure
15 that we're creating a pipeline for those
16 entry-level positions, ones that do not
17 require a college degree. So are you
18 all changing some of the job specs to
19 make direct pipelines to that work
20 outside of the work you all are doing
21 with the Intern to Hire program?

22 COMMISSIONER HAYMAN: Well,
23 yes. And I think it's fair to say some
24 earlier conversations we had with you,
25 we're looking into that. You're trying

1 to see if there's a way to alter the job
2 spec to give them credit for certain
3 life experiences and different things of
4 that nature.

5 I do want Jerry Leatherman, my
6 Deputy for HR, if you can join in for
7 the conversation.

8 (No response.)

9 COMMISSIONER HAYMAN: If not,
10 if Candi is available.

11 MR. LEATHERMAN: Hello.

12 MS. JONES: I'm here --

13 COMMISSIONER HAYMAN: Yes. Go
14 right ahead. Jerry, are you there?

15 MR. LEATHERMAN: I'm there.
16 Can you hear me?

17 COMMISSIONER HAYMAN: Yeah. So
18 the question was looking at changing our
19 job spec so we're able to allow an
20 easier pipeline to occupation at
21 Philadelphia Water.

22 COUNCILWOMAN GILMORE

23 RICHARDSON: For the entry-level
24 positions, right. Ones that do not
25 require a college degree or a higher

1 education so young people that are
2 coming out of a program in the School
3 District and feed directly into that
4 entry-level position, and that way once
5 they're in the City they will have the
6 opportunity to upskill and receive
7 additional training to move on to
8 positions of greater authority and
9 responsibility.

10 MR. LEATHERMAN: Yes,
11 Councilwoman. Thank you for that
12 question. Absolutely, we've been
13 working with the Office of Human
14 Resources for really since 2013 when we
15 reinstated our apprenticeship program.
16 And really to simplify the answer to
17 your question, we've created pathways
18 for many, many trades like work
19 positions so that we can reach out to
20 young Philadelphia youth, bring them in
21 to our apprenticeship program as a
22 temporary City employee and after
23 completion of certain skill sets and
24 training, they then are able to pass
25 into full civil service status without

1 having to go sort of competitive with
2 other folks. So we've worked very
3 cooperatively for a long period of time
4 and made a lot of progress to simplify
5 the civil service process so that we do
6 have those pathways directly into full
7 employment.

8 So as the Commissioner outlined
9 a number of different folks, employees
10 who have come into our employment
11 through this process and how impactful
12 it's been to them. And how once they're
13 our then full-time civil service
14 employees, how they move up through the
15 promotional opportunities as any other
16 employee. So we have great success
17 making those kinds of adjustments.

18 COUNCILWOMAN GILMORE

19 RICHARDSON: Okay. Well, thank you very
20 much for that response. And I would
21 just request if you all could send us
22 the listing of those particular
23 positions and then when they open or
24 when there's an opportunity to get on
25 the list for that particular position.

1 MR. LEATHERMAN: Sure thing.

2 COMMISSIONER HAYMAN: Yes.

3 COUNCILWOMAN GILMORE

4 RICHARDSON: Okay. And I would love to
5 do recruitment activities directly with
6 the school so that we are working
7 directly with the schools and the
8 students and the administrators to get
9 them in the pipeline to help them
10 understand how to apply for work with
11 the City because this will be important
12 for us to establish a younger workforce
13 in our City recognizing that you said 50
14 percent of the Water Department
15 employees will be eligible for
16 retirement over the next four years.

17 If you ask me, that's a
18 retirement crisis, and we need to be
19 doing all that we can in the age of this
20 Great Resignation where we know young
21 people are not typically going into
22 careers in civil service or wanting to
23 work in public service to make the
24 pathways easier to provide those
25 opportunities. It also deals with the

1 poverty issues that we're faced with in
2 the City in ensuring that young people
3 have opportunities available to them
4 directly here in Philadelphia.

5 So I just wanted to get on the
6 record one additional question. The
7 balance of my questions of which I do
8 have many, I will submit in writing for
9 a response to the Council President's
10 Office and all the members of Council.
11 But lastly, because I hear about this in
12 all of the meetings I have with some of
13 the environmental civilian groups around
14 the Water Department's role in helping
15 the City better understand the impacts
16 of climate change and community
17 resilience?

18 And this is something that
19 typically comes up when we're talking
20 about the Office of Sustainability and
21 the work that our Chief Resiliency
22 Officer does. But I was wondering if
23 you all have additional data in water
24 around our sea level rise and any
25 increased rainfall? How are you all

1 utilizing this data and working with the
2 City to use this data around planning?
3 And if you all at Water are making sure
4 that your facilities are resilient
5 against the impact of climate change.

6 And I bring that up because of
7 what we've seen when we had that really
8 heavy rainfall and what happened
9 downtown at 676 and some other areas
10 where even the federal mapping had not
11 been updated relative to development
12 that's occurring and the flooding that
13 we're seeing, and we know that that will
14 only increase over time. And so, how
15 are we planning for that and how are you
16 all working with the other departments,
17 meaning collaboration with the other
18 departments, to ensure that we're
19 planning for that? And are you ready
20 for that?

21 COMMISSIONER HAYMAN: Well, let
22 me start off. I'm going to give Marc a
23 chance to shine, but I'm going to steal
24 a little bit of his thunder.
25 Philadelphia Water is a leader when it

1 deals with understanding and trying to
2 incorporate climate change and good
3 science in what we do to protect our
4 infrastructure.

5 We have a full-time climate
6 change and adaptation program that looks
7 at ways to protect our rivers
8 infrastructures, we're able to use the
9 best available climate science and
10 modeling. And so, that way we're able
11 to say, okay, this is what's going to
12 happen as we allow this development to
13 go in, the water is rising, maybe this
14 is some place we should not allow
15 development or maybe this is something
16 we should do to protect the airport or
17 other facilities that the City has.

18 And so, our doing that instead
19 of it being a one-off in shaking hands
20 afterwards saying, oh, we saved one
21 building or we stopped one project, it's
22 better for us to have a systematic
23 procedure where we incorporate good
24 science into our procedures, into our
25 processes so that we're able to

1 holistically incorporate good climate
2 change science.

3 And so, Marc, I took a lot of
4 your thunder but I'm sure you have
5 something to add to that.

6 MR. CAMMARATA: No, you just
7 shined right there. That was great,
8 yeah. We say that climate change is
9 water change and it's variables and it's
10 information that we need to use to make
11 infrastructure decisions like we've been
12 doing for the last 200 years. We have
13 to use that information for the next
14 200. So it is grounded in science,
15 grounded in science because we are going
16 to see water quality impacts from sea
17 level rise.

18 We're going to see inundation
19 at coastal areas due to sea level rise
20 in these extreme events. We'll probably
21 have some stories about increased
22 stormwater run-off from these massively
23 intense rain events that we're seeing,
24 and we could be seeing issues with our
25 source water quality due to extended

1 periods of drought.

2 So knowing what the impacts are
3 and knowing what we need to invest in
4 moving forward, it really has been
5 grounded in science. And, Councilwoman,
6 I think the biggest thing is we've had a
7 history of chemical, physical,
8 biological, radiological information and
9 now we've added to the mix
10 climatological data.

11 And what we've really focused
12 on is thinking about sea level rise,
13 precipitation and air temperature
14 projections that we can use that are
15 Philly-centered, right. You can't take
16 global climate models and apply them to
17 Philadelphia. You have to figure out a
18 way to take these trends and make them
19 local based on the 100-plus years of
20 information we have in data collection
21 here in Philly. But it comes down to
22 actually really understanding, having
23 data points that you could use in
24 projections.

25 And again, sea level rise

1 projections from 2040 to 2060 up to
2 2100, looking at increasing
3 precipitation patterns, looking at
4 temperature projections. And then the
5 one that's been hardest to kind of put
6 our fingers on at this point is trying
7 to understand what drought frequency may
8 be and how that may affect us. That's
9 been the hardest kind of bit of science
10 to get our heads around. But, yeah,
11 it's about science and that science will
12 allow us to put appropriate mitigation
13 and adaptation strategies in play.

14 COUNCILWOMAN GILMORE

15 RICHARDSON: No, I definitely again,
16 Marc, appreciate all of your work in
17 constantly working with our office and,
18 Commissioner, for the work that you all
19 do and for that response. We will
20 continue to work with you on that issue
21 relative to the data we know that's
22 available in Philadelphia.

23 Lastly, I just wanted to
24 mention to you, Commissioner, that I
25 know there's sometimes opportunities for

1 workforce development programs to work
2 with the Water Department, particularly
3 on specialized projects or areas. And I
4 just want to ensure that you all are
5 open to partnering with those workforce
6 development providers.

7 COMMISSIONER HAYMAN:

8 Absolutely, and we have. I've had some
9 call me and say, we have two people that
10 graduated in January, can you please
11 help us and help them find a place, and
12 we found a place for them. So we're
13 committed to that.

14 COUNCILWOMAN GILMORE

15 RICHARDSON: Okay. I just wanted to get
16 that on the record. Well, I'll reserve
17 the balance of my questions and I'll
18 submit them in writing. But thank you
19 so much, Commissioner and to the team at
20 the Water Department, for all of the
21 work you do and for consistently working
22 with our office and responding to our
23 newest inquiries and we look forward to
24 continuing to work with you.

25 Council President, thank you

1 very, very much for the leeway. And
2 I'll submit the balance of the questions
3 in writing.

4 COUNCIL PRESIDENT CLARKE:

5 Thank you, Councilwoman. Thank you.

6 All right. It appears to be no
7 additional questions by members of the
8 Committee for the witnesses. So with
9 that being said, thank you all very
10 much, Commissioner and your team. Thank
11 you for your service and thank you for
12 your willingness to work with us as we
13 continue to try to make the quality of
14 life for the citizens of the City of
15 Philadelphia much better to take us to
16 the new level. Thank you. We
17 appreciate you.

18 COMMISSIONER HAYMAN: Thank
19 you. Thank you all.

20 COUNCIL PRESIDENT CLARKE:

21 There being no additional questions,
22 this Committee will stand in recess
23 Tuesday, May 3rd at 10:00 a.m., at which
24 time we will reconvene on Microsoft
25 Teams. Thank you all very much. And

1 again, please be safe. Thank you.

2 COUNCILWOMAN GILMORE

3 RICHARDSON: Thank you, CP.

4 (Committee of the Whole
5 concluded at 5:45 p.m.)

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

C E R T I F I C A T I O N

I, hereby certify that the
proceedings and evidence noted are contained
fully and accurately in the stenographic notes
taken by me in the foregoing matter, and that
this is a correct transcript of the same.

TANEHA CARROLL
Court Reporter - 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.)

<u>WORD</u> <u>INDEX</u>					
< \$ >	281:13	1977 283:16	2050 301:21	300,000-plus	6 181:19
\$0.73 55:18, 19	1,000 72:3	1992 8:12	2060 373:1	47:9	297:4 336:18
\$1 311:10	1.5 101:19	< 2 >	20s 56:14	311 175:5	60 16:14
\$1,000 81:15	104:12	2 85:17 238:4	20-something	224:9 256:14	337:24 355:10
\$1.1 14:4	1:30 144:15,	285:17 339:4	170:5	32,000 134:11	60,000 27:7
\$10,000 82:6	19, 21	2,000 293:8	20-year 37:5	33 298:15	285:3
307:24	10 15:2 37:4	2.25 151:6	21 170:25	340 16:13	60s 56:14
\$100 55:4	65:3, 5, 8	2.7 301:6	171:2 199:17	35th 166:4, 11	62,000 285:8
\$1000 234:1	85:15 198:15	314:9	201:14 264:12	37 264:15	64 16:4
\$120,000 47:2,	219:18, 20	2.75 202:25	298:14 301:10	38 298:18	65 137:20
12	222:10 261:8	20 36:18	2100 373:2	3rd 375:23	650,000 159:3
\$125,000 64:3,	301:1, 11	77:11 101:21	22 30:13	< 4 >	67 39:8
6, 22	10,000 22:11	103:5 167:18,	116:12, 25	4 14:24 238:5	676 369:9
\$1500 81:16	70:17 72:3	19 178:22	178:7 235:5	241:5, 16	68 224:11, 12
\$2 354:15	10.7 96:20	182:23, 24	295:16	40 325:3	69 84:23
\$2.5 311:1	10.8 96:20	183:12 185:6	220240 1:1	337:25	6th 177:17
338:25	10:00 1:1	199:19, 21, 22	6:9 7:15	40,000 265:15	< 7 >
\$20,056,505	100 26:9, 20	222:10 227:11	220284 1:1	400 16:15	7 14:25 304:3
295:15	47:5 64:1, 4	229:11 261:8	6:8, 13	300:11 311:2	7.2 181:20
\$200,000 80:20	66:2, 4 96:22	294:19	220285 1:1	400-and-	70 328:24
\$24 283:12	111:3 180:7	200 27:7	220286 1:1	something-	70,000 267:14,
\$250,000	182:13 225:23	295:23 371:12,	6:8, 19	change 83:3	15
26:10 80:20	248:24, 25	14	220287 1:1	42 302:2	700 296:24
\$3 139:23	252:5 262:24	200,000 267:18	6:8, 22	425 179:24	71 84:23, 25
\$3.8 119:12	295:19 307:6	2008 259:3	220288 1:1	429,000 131:11	85:1
\$4.6 11:4	100,000 267:19	200-plus 176:2	6:9 7:4	45 172:15, 17	73 85:2
\$4.7 11:5	100-plus	2011 122:14	220300 1:1	179:7 261:2	74,000 285:11
\$400 81:13	372:19	2012 122:14	6:10 7:23	46,000 296:5	75 287:24
\$400,000	10-1001 6:23	2013 122:14	22nd 191:25	4th 43:8	77 178:6
16:11 27:6	10th 43:9	365:14	23 11:3, 8	177:16 330:8	78 224:10
\$430,000 132:2	10-year	2017 138:5	117:3 148:7	< 5 >	7th 43:9
\$442,960 96:22	313:15 314:8	2018 187:22	149:12	5 49:1 85:14	< 8 >
\$466,486,023	115 179:15	189:14	24 304:2	241:16	8 15:2
295:15	116 97:25	2019 138:12,	25 122:25	5.25 202:25	80,000 267:17
\$5 336:13	12 36:16	15	243:19 287:25	5.5 181:20	800 301:4
\$5,000 46:12	235:11	2020 65:10, 16	288:25 297:3	5.50 202:25	84,000 285:11
\$500 19:1	125 75:5	201 201:12, 13	339:1	5:45 376:5	8th 43:9
345:14	13 69:13	2021 55:2	250 26:10	50 117:11	< 9 >
\$56 288:4, 12	283:12	69:7 97:25	250,000 75:5	122:23 202:6,	9 297:5
\$60,000 12:5,	135 97:23	177:20 224:8	2500 146:19	9, 20 243:19	9.5 151:4
10, 21 14:20	14 19:3, 5	297:4 299:16	25-year	286:11, 24	9:00 356:3
16:9 22:4, 6, 9,	22:1, 2, 7 23:2	2022 1:1 8:5	310:25 329:3	294:19 358:15	90 156:5
16 23:11, 25	67:20, 25 68:1,	28:10 201:14	26 302:4	367:13	157:9 202:5
24:9, 12	20, 25 69:9	297:5	2600 171:3	50,000 265:15	328:24
\$600,000	132:18 133:8	2023 6:15, 18,	27 1:1	500 14:22	900 170:23
232:16 234:3	224:9 278:18	21 8:3, 21, 23	270 60:7	157:13	911 197:8
\$63.7 298:19	15 36:18 37:4	11:2 94:19	< 3 >	53 167:14	92 89:25
\$68 283:10	69:8 70:13, 20	96:18 101:8	3 8:12 12:20	54 84:20	95 156:5
\$7,000 49:19	77:16 219:21	146:5 151:15	85:14, 17	56 297:5	157:9 340:4
\$7500 269:12	150 171:2	293:6 295:14	140:9 185:5	58 179:15	9th 43:9
\$80 55:4	155 140:8	298:3	290:9	180:12, 14	177:15
\$90.5 55:2	1600 171:5	2024 302:1	300 172:9, 10,	224:13	< A >
< 1 >	17 201:10, 15	2027 8:3	12 285:18	5th 166:1	a.m 1:1
1 157:5	1700s 25:12, 21	2028 6:15	286:7 296:1	177:16 260:11	375:23
	1800s 25:21	8:23	300,000 20:20	< 6 >	aback 350:23
	1900s 25:21	2036 336:17	60:7 175:23		
	19-1403 7:5	2040 373:1	285:20 286:3		

abandoned 161:21 250:9	121:5 123:5 130:6 137:5	acknowledge 97:8 110:11 189:6	added 159:3 169:13 226:22, 24 372:9	343:21 345:24 358:9	advertisement 23:16 24:15
abatement 200:15 202:5	141:6 144:4 162:23 167:23	acknowledged 299:20	adding 15:5 130:7, 13	addressed 65:9 68:14 70:20 75:8	advertising 24:1, 19
ability 79:24 80:22 106:2	170:4 172:24 184:6 189:1	acknowledges 45:1	135:2 148:22 284:21	77:8 89:16 124:15 191:5	advice 22:23
158:12 171:12 173:10 183:21	217:1 225:23 252:1 265:19	acknowledging 42:19 48:11, 16	addition 149:7 159:11 229:17 337:22	196:16 addresses 265:11	advise 238:12 308:6
191:20 212:2 229:8 231:17	272:8 365:12 374:8	acre 313:18	additional 11:6 13:17, 24 15:6 18:1	addressing 45:12 76:24 178:1 197:23	advisory 117:24 309:4 323:11
233:16 244:15 258:12 268:15	abuse 95:7 125:4, 21 126:4 128:9	acres 343:4, 5, 12	33:3 64:2, 4, 6 67:6 73:9	262:5 337:17 343:13	advocate 336:1 339:23
281:3 287:12 291:8 294:12	academic 117:8, 12, 14, 23 122:1, 21 141:21	Act 9:17 174:9, 22 236:6 319:1	87:11 93:6 143:9 171:20 176:3 182:7, 14, 21 183:22, 23 185:18	adequately 28:5 215:20 262:5 263:7 317:17	advocated 45:8
299:7 315:22 321:22 349:11	academics 118:14	Acting 199:25 200:2, 5, 9 207:24, 25 208:12 215:17	203:13 227:7 234:6 240:13 246:11 248:17 261:5, 13, 19 263:19 266:18 284:23 296:10 313:22 317:20 324:5 325:15 327:10 337:15 338:22 348:9 358:12 365:7 368:6, 23 375:7, 21	adhere 110:19 adjacent 240:22 Adjoining 250:21 251:1 adjust 196:25 adjustments 197:10 366:17	advocates 346:21
able 14:6, 14 15:10 19:17 20:8, 15 22:1, 2 24:9 26:1, 16 27:4 30:19 52:7 56:20 66:11 67:25 73:6, 12 76:3 77:24 92:22 98:25 101:24 112:13 135:22 151:22 153:11 155:12 157:7, 15 164:9, 11 170:12 176:8 181:10 189:15 190:25 191:3, 9 193:18 195:17 197:1 198:12 206:13 209:5 210:17 211:6 214:1, 4 219:23 222:8, 17, 21 228:5 239:17 240:14 253:24 255:24 256:18 270:14 280:18 294:6 314:11 333:22 334:10 337:10 339:14 340:8, 13 349:6, 14, 23 358:16 359:22 360:9, 13 364:19 365:24 370:8, 10, 25	accelerated 156:12 access 14:7 15:10 40:9 48:17 50:1 80:18, 21, 24 81:6 188:13 189:15 271:24 272:2, 3 349:6 350:6, 9, 10, 11 351:19, 22 accessibility 91:14 accommodate 73:13 155:13 accomplished 192:17 account 49:4 181:17 267:18 288:14 303:11 accountability 78:6 107:12 108:3, 17 138:1, 13, 16 139:23, 25 accountable 140:20 226:5, 13, 18 265:25 accounting 114:13 accounts 265:12 accurate 108:25 285:4 accurately 377:1 achieve 95:3 achieving 298:17 313:18	action 221:5 actions 201:25 active 251:20 actively 361:12 activities 198:13 201:11 260:15 263:12 330:6 367:5 activity 82:2 201:20 215:21, 22 216:4 220:9 221:14, 16 236:11 238:3 258:21 262:13 284:5 327:25 actor 128:4 actual 65:20 150:20 188:25 205:24 254:12 304:22 Adamo 165:6 Adams 165:8 208:19 209:7 215:16 262:17 adaptation 302:12, 18 370:6 373:13 adaptive 315:23 add 16:11 23:7 27:13, 17 85:22 148:21 183:19 192:16 293:3 307:8, 10 314:23 321:6 325:15 335:4 336:10 350:3 371:5	8 337:18	211:21 advanced 101:1 230:7 297:20 advantage 43:6 308:6 309:24	aerial 243:18 Affairs 10:22 158:18 affect 373:8 affirmatively 24:5 affirmed 49:23 afford 71:18, 19 affordability 277:12 296:4 affordable 53:18 274:3 300:6 afraid 276:18 289:11, 12, 13 349:17 afternoon 9:21 115:23 116:1 144:24 145:1, 3, 23 199:3, 6 208:10 215:6, 9 225:11 234:25 235:3 237:8 273:22 292:22 age 89:20 367:19 agencies 46:8 158:16 206:7, 8 223:15 258:17 299:15 324:7 agency 231:6 309:3 aggressive 82:7 151:3 210:11, 18 234:5 aging 43:11, 12 295:1 337:21 357:25
Abrams 341:7 absence 125:17 absolute 213:3 234:10 259:4 Absolutely 99:6 112:19					

ago 103:3 106:5 107:19 122:11 138:15 155:17 160:25 198:3, 16 202:10 236:2 245:14 247:2, 7, 10 278:18 289:15 301:11 308:20 agree 49:22 113:2 128:10 141:13 155:22 191:7 227:23 252:5 278:13 337:8 342:8 344:23, 25 345:12, 18 353:11 agreed 131:12 132:6 Agreement 8:9 295:24 313:13 agreements 131:13 295:21 ahead 21:20 35:2 65:20 69:3 74:18, 19 87:7 143:12 144:12 258:3 338:6, 7, 16 342:4 364:14 ain't 114:9 air 194:15 302:24 372:13 Airbnb 280:10, 14, 22 Airbnbs 279:16 280:4, 25 281:13, 18, 23 airport 370:16 Airport's 319:7 alarm 243:15 alarms 174:17 albeit 136:8 alcohol 241:2 Alexis 264:24 align 363:1, 3 ALLAN 1:1 92:15 allege 185:21 allocate 67:16 allocated 90:18 92:6 224:22	allocations 239:16 allow 9:14 35:2 76:13 131:17 151:2 187:22 204:13 276:8 278:8 303:6, 20 311:2 321:12 328:18 364:19 370:12, 14 373:12 allowed 22:16 30:15 51:16 allowing 207:1 274:24 292:21 304:9, 17 allows 106:14 158:7 213:8 300:5 301:9 337:13 359:14 alluded 333:9 alluding 316:24 alter 364:1 amazing 304:25 ambitious 315:25 amending 6:23 7:5 amendments 253:10, 11, 12 American 307:16 AmeriCorps 359:13 AMI 297:20 351:18 ammonia 329:1 amnesty 269:17 amount 33:22 36:6 69:18 70:2 107:24 148:17 172:7 180:22 182:1, 18 228:17 248:8 262:6, 24 270:7, 20 297:8 301:22 308:2 311:15 amounts 310:12 analysis 96:1, 14 137:17 analyze 118:16 119:14	analyzing 119:16 anchorage 314:21 and/or 150:5 250:12 377:21 announced 124:17 323:24 announcement 2:8 annual 95:12 107:3, 16 136:13 142:25 275:16 answer 30:13, 15 31:22 32:11, 12 33:23 34:2 46:19 54:21 62:2 66:25 73:20, 23 76:7 84:10, 11 97:15 104:6 105:14 135:3 151:16 156:25 192:19 234:24 256:10, 22 342:7, 9 365:16 answered 21:20 34:10 102:20 130:20 answering 246:9 answers 92:8 241:12 256:13 anti 117:16 anticipate 82:21 163:12 361:18 anticipated 127:10 anti-violence 116:13, 23 117:21 118:17, 18 120:20 138:9 Antonio 117:9 anybody 34:4 54:4 128:13 353:20 anymore 24:19 Anyway 37:7 40:21 141:22 198:11 200:12 203:17 207:22 apologies 136:20	apologize 28:23, 24 32:9 33:25 34:18 41:11 64:9 133:17 325:19 326:25 344:24 apologizing 29:2 app 147:13 appeal 178:12 238:23 appealing 227:21 appear 293:4 appears 135:14 375:6 applaud 203:22 apples 92:1, 2 applicants 15:1 69:9, 13 application 75:19 147:7 156:24 296:21 311:19 applications 14:23 68:7 70:14 156:6 157:9 200:13, 14, 19, 21 202:3 applied 22:20, 21 26:25 324:1 326:4 apply 100:15 157:24 321:23 323:17, 22 324:6 367:10 372:16 377:19 applying 182:19 appointed 18:19 appointment 157:16, 21 351:24 appointments 156:23 158:8 298:6 appreciate 14:18 17:24 77:22 92:10 97:20 125:20 132:10 143:6 144:6 152:6 153:7 154:9 167:2 197:22 207:8 209:9 215:14 246:7	249:25 292:3 308:21 333:2 342:14 346:23 348:7, 25 353:1 373:16 375:17 appreciated 167:25 189:20 appreciative 187:11 261:16 310:17 apprenticeship 298:25 359:25 365:15, 21 apprenticeships 359:24 362:5 approach 270:15 284:12 302:18 319:10, 13 322:14 346:18 appropriate 76:1 81:4 130:4 142:15 171:15 206:25 316:2 373:12 appropriately 233:9 appropriation 143:24 Appropriations 26:14 66:7, 9, 19 67:15 87:25 approval 7:24 59:7 147:8 260:20 approved 8:11 14:19, 20 103:8 116:11, 23 171:5 approves 237:12 approximately 70:7, 9 151:4 171:5 296:5 301:10 April 1:1 122:21 aptly 313:6 archives 11:12 16:12 25:3, 6, 9 area 37:9 39:23 46:3 114:21 162:14 193:3, 16 218:14, 15	240:22 263:17 269:7 278:14 345:13, 15 346:16 347:1 350:2 361:18 areas 7:17 19:22, 25 110:21 122:2 160:2 161:5 203:18 214:5 215:24 224:18, 23 239:7 240:11 264:19 313:7 331:14 340:11 341:9 343:13, 23 344:15, 17 345:3, 21 346:5 359:25 369:9 371:19 374:3 arena 343:17 argue 42:2 208:24 argument 101:22 Art 57:15 article 122:22 125:3 138:11, 25 articles 129:12 asbestos 96:5 aside 330:6 asked 13:16 26:5, 10, 15, 22 64:3, 11 66:10 67:5 69:25 85:2 101:10 102:22 117:18 124:8, 25 142:16 246:8 259:24 asking 16:8 18:1 25:4, 24 30:5 32:1, 5 34:1 37:18 52:18 63:18, 25 64:6 73:9 74:13, 22 75:6 76:14, 19 85:19 86:12, 17, 18 116:18 120:20 130:24 306:11, 13 asks 248:22 aspect 79:18 331:5, 17 333:17
--	--	---	---	--	---

aspects 115:8 304:15	attachment 275:25	25 135:12, 14 136:17	293:15 297:3 322:10 324:22	balance 115:5 277:8 289:22	becoming 100:11 163:20
assembled 309:17	attack 56:9	audits 95:9, 14, 23 97:8	awareness 77:14	290:13 347:20	277:13
assemblies 220:13	attempt 351:16	109:21 134:5	awesome 167:23	368:7 374:17	bedrooms 276:21
assembly 243:13	attempts 352:8	136:11 232:10, 14 235:5	Axios 170:22	375:2	beef 16:17
asses 302:20	attend 86:5	August 177:20 260:10	< B >	balances 66:16 67:18	beginning 105:6 295:4
assess 236:17 251:23 284:2	attendance 2:23, 24 94:9	Authority 8:8, 13 20:15	Bachelor's 213:12	Baldwin 165:3, 5	349:14 353:8
assessing 284:13	attendees 4:3	31:18 105:20, 25 106:4, 20	back 26:20 32:18, 20 33:1	ban 330:20	begun 58:1 297:21
assessments 337:19	attention 113:22 137:15 315:19 354:2	107:10, 13, 15, 20 108:4	35:8 55:18 93:13, 15	bang 331:13 334:10	behavior 280:25
asset 80:19, 21	attorney 18:20 61:21, 23, 24 74:10 86:14, 18	130:2 164:2 249:4 363:13 365:8	112:25 119:23 121:15 129:8, 15 130:17	banning 330:16 331:1	Behavioral 95:24
assets 80:19 81:6 301:16	attorneys 69:21 71:12 72:13 73:4, 6 74:12 92:17, 18	Authority's 106:21	134:17 135:6 137:2 143:16, 19 144:15, 19, 21 145:2	Bar 39:4, 11 243:21	belief 191:17 196:10
assign 263:15	Attorney's 250:17	authorization 155:5	164:17 173:19 186:23 187:5 189:2, 14 207:8, 12	bargaining 131:13	believe 26:19 41:5 50:19
assigned 210:15 216:17 217:4 218:1 219:7	attract 169:8 246:14 358:1	authorized 8:10	248:23 249:6 255:15 256:4 257:12 258:7 259:10, 20	barred 254:23	51:12 85:9, 16 105:24 142:3 144:16 175:8, 22 179:24
assist 62:23 71:13 134:4 158:20 169:2 204:11	attracted 172:1 229:19	automated 181:16	189:2, 14 207:8, 12	barrier 155:8	181:10 189:25 201:12 258:10 265:10 308:9 332:12 348:20
assistance 17:3 21:5 23:22 71:14 75:15 117:23 122:6 146:19 160:17 165:8, 22 224:1 269:15 271:4, 23 296:7, 8, 12, 14, 20 311:19	attractive 203:15, 18 248:14 358:22	automatic 19:21	248:23 249:6 255:15 256:4 257:12 258:7 259:10, 20	barriers 150:1 212:18	believed 22:13 51:19
Assistant 87:9 156:21	audience 33:19 34:20	available 9:13 42:9 87:1 148:14, 18	260:10 263:23 273:1 279:7, 10 288:12 304:25 317:8, 18 343:3 348:11 351:11 352:3, 19	base 48:13 112:4 246:14	bell 74:16 173:21 186:23 235:19 263:2 317:7 348:10
assisted 46:2	audio 148:12	151:16 155:25 164:11 189:19 197:6 265:8 296:20 302:19 309:13 311:13 322:9 335:18 350:22 358:7 361:15 364:10 368:3 370:9 373:22	backdated 25:11	based 25:24 51:14 52:3 63:18 79:23 95:19 106:23 111:3 191:10 216:14 260:15 265:17 283:23 290:23 296:7 320:14 330:18 372:19	belongings 275:22
assisting 71:20	audit 56:2 96:7, 16 105:25 106:3, 14, 21 107:3, 14, 15, 16, 18 108:14 112:10 117:21 124:17, 18 125:12, 23, 24 126:8, 21 127:10 128:6, 15, 21 129:2 132:22 133:20 134:8 136:14 233:24	average 14:21 18:25 43:2 48:22 53:19 55:16 81:8, 11 269:12 302:3	backfill 101:4 228:6	baseline 163:19	belt 57:16
Associate 150:15	auditing 96:10 100:5 115:8 129:25 131:19 134:4, 22	Avenue 304:19	backfilling 227:12	basement 154:20, 21 350:2	beneficial 163:22 300:4
associated 80:8 81:9	auditor 94:21, 23 98:14	18:25 43:2 48:22 53:19 55:16 81:8, 11 269:12 302:3	Background 17:11 27:10 86:15 188:19 189:8 318:8, 9	Basic 15:14 52:23 53:9 81:12 256:22	beneficiary 188:3
Association 38:22 39:5, 12 299:14	auditors 99:3 100:1 131:18 132:23 134:21,	avoid 37:2 49:1	backgrounds 211:24	basically 12:3 24:20 83:13 91:8 132:2 136:15 137:19 182:23 204:16 227:12 241:24 268:8 280:13 285:21 286:23	benefit 122:3 156:14 329:18 344:14
associations 40:14	awarded 298:20	avoided 207:19	backing 341:2	basing 202:12	benefited 345:22
assume 88:7 91:22	awards 299:19	award 299:18	backlogged 55:11	basis 16:20 142:25 193:21 211:8 222:22	benefiting 296:6 334:25
assure 313:23	aware 9:2 192:1 271:25 272:1 282:13, 14 283:15	awarded 298:20	backup 341:19	BASS 1:1 3:4 15:2	benefits 47:4 169:12 212:10 240:5 329:21 333:7 334:22 347:17
Atlas 149:3	auditors 99:3 100:1 131:18 132:23 134:21,	aware 9:2 192:1 271:25 272:1 282:13, 14 283:15	bad 128:4 170:8 252:15 267:6	battle 137:24	best 68:6 85:21 91:3 95:2, 5 111:21 118:11 126:19 127:7 174:14 206:19 209:3 238:25 242:17
attach 40:17 269:21			badge 231:3	beard 356:5, 6	
attached 186:7 240:5			Bainbridge 297:4		

302:19 303:4, 9 305:5 306:9 308:7 316:14 331:18 334:23 338:20 339:17, 20 353:9 370:9 bet 325:18 Betsy 165:3, 5 better 79:8 90:5, 16 91:12 93:16 107:5 135:4 142:9 143:20 149:10 190:22 202:18, 20 212:9 213:18 231:11 253:13, 25 255:22 276:14 368:15 370:22 375:15 better-suited 223:24 beyond 37:3 302:1 BIA 206:12 bi-annual 275:17 bias 123:17 Biden 323:13 325:1 big 36:10 175:11 197:19 238:13 253:16 272:17 333:5 335:1 336:1, 2 340:7 341:9 354:10, 18 bigger 121:7 195:23 218:15 223:13 277:13 334:9 354:22 biggest 126:13 127:6 229:7, 16, 22 230:23 276:23 335:10 372:6 Bill 6:7, 13, 17, 19, 22 7:4, 15 20:25 60:9 104:9 187:22, 24 188:15 250:20, 21 280:11 310:16 318:24 326:14, 16, 18 billing 296:7 billion 14:4 119:12 139:23	140:9 265:15 301:6 311:1, 10 314:9 336:13, 18 339:1, 4 354:15 billions 310:21 335:13 336:25 338:17 BILLS 1:1 6:12 8:18 53:4 269:4 287:4, 8 297:25 biological 372:8 bipartisan 309:8 310:15 318:24 Biserat 166:4 bit 17:3 18:2 48:3 68:15 80:5 168:22 182:12 185:17 201:4 204:25 211:22 220:24 228:15 233:4 245:13 249:5 288:20 306:20 317:3 320:3 333:3, 9, 11 346:4 347:7 369:24 373:9 bite 238:13 bizarre 109:9 Black 14:9 43:12 119:19 299:2 360:23 Blackberry 155:18 Blaney 165:9 blight 152:15, 23 153:1, 13 159:12 215:22 216:3 240:6 blighted 7:10 block 240:23 blocked 193:10 Board 38:21 84:14 99:2 108:10 278:12 282:11 283:15 boards 197:8 boating 327:24 328:1 body 20:14 97:5 bolstered 207:1	bolstering 261:25 bombing 96:13 bonds 344:6 bonus 144:12 bonuses 96:24 Book 60:23 191:10 318:7 books 58:11, 19 108:23 boom 198:10 boost 205:5 boots 192:15 245:3, 4 boots-on-the- ground 51:4 boss 237:17 bottom 298:7 303:1 338:24 342:5 bought 359:21 bracket 49:24 brainstorm 253:24 brave 112:16 break 32:15 237:23 355:6 breakdown 353:21 358:5 breaking 226:8, 15 breaks 31:3 49:4 296:25 297:2, 7, 9 302:6 BRIAN 1:1 15:3 bricks 153:14 bridge 80:17 Brief 32:21, 24 144:18 briefly 152:10 bring 37:25 113:19 117:14 167:4 183:12 194:16 232:1 265:25 270:3 274:21 276:7 278:10 349:20 354:1 361:25 362:8 365:20 369:6 bringing 38:5 79:11 143:6 161:19 169:6 183:4, 23 227:11 259:12 360:10 362:1, 4	broader 259:11 278:9 brochure 20:20 broke 356:1 broken 114:11 156:18 157:22 216:20 217:11, 12 301:18 BROOKS 1:1 3:7 11:20 59:15, 16 61:8, 15 62:25 63:6 187:18, 19 189:3 190:2, 5, 9 brother 318:12 brought 28:12 77:14 167:18 322:3 334:14 Brown 14:9 43:12 119:19 buck 331:13 334:10 Budget 6:18, 20 7:16 11:2, 25 12:20 13:25 14:19 19:4 28:10 31:10, 24 33:16 34:23 36:4 41:15 55:21 63:19 64:7 65:12, 17 66:1 89:24, 25 90:18 92:6 93:17 94:19 96:20 97:1, 22 98:7 101:20 102:11 106:13 108:5 109:6 116:12 117:3 119:13 124:22 130:24 131:3, 5, 7, 10 132:1 136:21 143:21, 25 144:14, 19 145:2 146:6 151:2, 15 159:4 163:1 173:18 237:12 248:22 261:18 262:6, 23 283:6, 12 293:6, 19, 21 295:14, 23 budgeted 84:23 85:1, 2 86:22 97:23	179:20, 22, 24 248:17 260:14 261:5 budgeting 227:7 270:19 build 119:22 120:8 140:3 183:6 205:20 346:10 building 45:13 149:2, 4, 12 150:20 152:25 153:13 154:21, 22 165:14 166:11 181:3 183:12 184:9, 12 186:14 191:25 201:22 207:18 212:25 226:5, 13, 23 228:8 242:21 243:24 245:17 247:21 256:1 286:6 326:5 370:21 buildings 151:1 152:12, 21 160:9, 10, 22 161:1, 2, 22 162:15 254:17 255:8 built 57:22 202:21 213:16 251:15 253:19 bullet 134:3 bunch 248:2, 3, 13 259:6 265:10 288:18 burden 329:14 busiest 157:6 201:17 business 147:21 156:13 165:17 166:19 215:21 220:9, 18 221:18, 25 241:13 252:15 260:3, 4, 15 262:8 298:19 businesses 165:24 178:2, 16 191:9 221:23, 25 222:3 238:1 262:9 busy 124:24 buy 203:3 < C >	calculation 321:5, 7, 9 calendar 183:11 call 2:23 3:2 48:2 49:25 51:16 62:11 110:6, 9 115:15 137:14 151:23 152:24 181:13 241:7 246:20 256:8, 12 276:19 291:1 298:5 334:3 374:9 called 6:5 39:14 56:16 179:2 197:7 233:3 calling 179:3 266:22 calls 60:2 62:6, 16, 19 69:14, 19 73:12, 17 76:18, 21 92:5 181:11 184:23, 25 294:15 340:23 349:4 Camaratta 314:5 camera 41:11 325:20 327:1 cameras 244:7 CAMMARATA 314:25 315:2 328:6, 7 336:9 338:8 346:6 371:6 Camp 60:23 Candi 364:10 candidate 89:14 candidates 358:1 canvassing 60:21 CAO 26:25 capabilities 244:5 297:22 capacity 34:6 66:13 69:17 71:15 184:4 216:3 220:7 221:14 269:21 315:14 Capital 6:14, 18 8:20, 21, 22
---	--	---	--	--	--

14:5 295:22 328:8 329:10, 11 capitalize 205:16 car 308:5 359:22 carbon 49:1 care 48:10 66:16 67:18 115:15 169:12 359:22 career 149:24 163:4 169:23 170:19 213:17 228:19 247:21, 24 249:20 357:6 361:11 362:18 careers 367:22 careful 270:5 276:1 292:9 Carrasquillo 160:24 260:7 Carroll 319:5 377:11 cars 223:3 case 79:21 162:9, 19 243:7, 24 254:18 258:11 283:15, 21 284:7 caseload 183:23 cases 69:18, 19 70:25 71:3 75:13, 14, 16 111:2 112:11 148:2 156:5, 11 160:18 176:6 185:7 225:21 238:19 240:15 243:9 269:12 278:5 284:16 350:14, 16, 18 353:23 354:1 cash 140:13 catastrophe 36:7 catch 30:13 195:5, 6, 10 196:1 categorize 232:6 cause 297:7, 9 305:20	caused 341:11 causes 284:5 causing 109:3 280:6 305:21 341:3 CCP 150:13 163:4, 8 164:8 167:4 212:3 CCP's 150:14 cease 194:19 243:10 276:11 ceases 289:16 celebrated 313:15 census 175:22 285:23 Center 217:17 218:2 centered 191:19 centering 343:25 Central 217:12, 15 218:1, 6, 13, 17, 20 231:7 361:21 certain 7:1, 3, 14 19:15 102:1 197:24 206:4 334:25 351:9 364:2 365:23 certainly 167:25 197:5 206:25 211:13 218:13 255:3 259:18 264:15 289:8 312:20 certificate 19:8 213:7 certification 149:2 377:18 certifications 164:7 168:24 188:14 certified 58:18 168:8 certify 377:1 certifying 377:22 chain 295:5 CHAIR 1:1 21:14 35:12 41:7 50:20 59:14 63:12 78:21 84:1 110:3, 23 115:19 119:5	123:11 127:20 137:8 139:11 164:18 176:22 187:17 190:14 198:24 208:6, 22 215:2 225:7 237:5 246:2 253:23 257:5 264:3 273:7 282:24 290:8 317:25 318:2 321:15 322:24, 25 323:3 325:11 332:23 342:20 356:21 challenge 98:2 126:13 128:18 169:17 179:1 229:7, 16 255:3 274:3 277:12 279:18 288:21 289:23 challenges 98:12, 14 127:6 139:19 140:22 149:11 155:10 173:10 212:6 222:25 223:1 246:12 262:20 293:24 294:14 302:8 313:3, 17 317:15 325:6 340:10 challenging 48:10 266:3, 5 279:17 chance 194:18 305:25 359:1 369:23 change 14:5 77:16 83:12 108:9 126:22 154:17 186:19 212:4 220:20 270:22 280:10 302:7, 8, 12, 22 303:3, 7, 21 320:19 325:7 337:20 352:11 362:24 368:16 369:5 370:2, 6 371:2, 8, 9 changed 100:24 106:24 200:15 changes 7:13 8:4 126:17	169:20 249:18 295:9 312:4, 5 313:25 317:11 changing 351:17 363:18 364:18 Channel 16:4 channels 331:6 charge 88:6, 17 165:4 303:22 charged 283:21 284:6 charges 293:18 Charter 57:10 95:18 Charter- mandated 95:8 131:19 chase 222:5 276:24 chat 9:13, 17 35:4 146:17 290:12 cheap 254:19 284:15 cheaper 165:18 check 26:20 83:2, 3 85:11 194:23 197:2 354:19 checks 55:8, 11 chemical 294:18 296:1 372:7 CHERELLE 1:1 15:2 61:22 Chicago 56:16 180:21 Chief 87:10 88:25 94:21 368:21 children 236:22 264:13, 25 chiming 2:5 chimney 48:24 chipping 86:3 choose 31:21 157:2 chop 165:3 215:17 chorus 199:8 Christian 69:11 churches 60:17 CINDY 1:1 15:2	circle 129:15 187:5 207:8 257:12 263:23 317:18 circumstance 237:16 circumstances 231:13 238:10 357:11 Cirosquella 166:13 cite 316:21 cites 257:15 cities 56:15 91:2, 22 111:21 112:3 117:6 122:8 141:21 180:20 181:2 274:20 277:5, 14 281:21 322:7 324:24 327:13 333:20 citing 316:10 citizen 73:17 296:9 citizens 18:14 19:10 38:5 42:23 72:22 112:15 192:4 237:22 291:8 327:22 330:25 375:14 CITY 1:1 2:10 3:12 7:11, 18, 25 8:2, 12 9:21 10:15, 18 13:21 15:22 20:8, 11, 18 22:11 27:1 28:13 34:14 35:24 36:5, 17, 21 37:6 40:2 42:3 44:3 47:21, 22 50:10 56:6, 11, 17 64:25 72:21 90:6 93:25 94:4, 12, 14, 15, 18, 20, 22 95:1, 9, 10, 14, 16 96:2, 24, 25 97:9, 11 98:5, 11, 20 99:5, 14 101:14 102:1, 21, 25 103:19 104:2, 7, 12, 18,	23 105:3, 7, 13, 17, 21 106:1, 13, 16 107:1, 9, 25 108:5 109:10, 14, 16, 24 110:14 111:23 112:18 113:10, 23 114:15 115:6, 10, 25 116:6, 9 118:6 119:20 120:3, 17 121:12 122:3 123:4 124:6, 10 125:18 126:12 127:5 128:22 130:5 131:4 132:5, 13, 21 133:2, 9, 14, 19, 23 134:2, 7, 10, 15, 23 135:17, 25 136:4, 24 137:4 138:24 141:5 142:4 143:17 144:3, 7 145:24 148:20 150:19 152:5 155:9 158:16 170:5, 6, 11 175:18, 24 178:4, 17 180:23 184:15 189:11 194:24 195:3 204:2 206:16 207:1, 14 211:8 213:9 215:23 216:8 217:17 218:2, 14 220:10 222:5 223:3, 14, 18 224:15, 17 226:2, 6, 14 228:25 231:1, 4 237:18 239:7 240:11 247:4, 5 262:14 271:7 273:20 274:1, 4, 7, 15, 25 280:7 285:3, 21 287:7, 18 291:9 292:21 293:16 300:24 304:19 308:22 309:25 311:22 313:14 316:7 317:16 322:13
--	--	---	--	--	---

323:17, 22	63:4, 9 74:17	Clean 159:22	202:25 224:8	5:2, 17, 22	266:24 272:16
324:23 325:23	77:19 78:19	160:2 161:14	277:11	35:2 51:2, 7	273:1 274:25
327:22 329:2	79:2, 7 82:12	250:6, 8	closed 55:7, 9	124:8 144:11	275:10 277:1,
330:19 333:6,	83:11, 15, 24	299:14 300:24	57:24 166:7	190:24 198:18	23 292:8
14, 18, 22	84:4 93:4, 9,	304:5 313:14	closely 23:13	226:20 259:21	294:9 305:2
334:24 335:1	21 94:2, 7, 14	329:2 333:6,	57:5, 18 177:7	273:13 281:20	308:3 310:7,
336:2, 10	97:17 98:17,	14, 23 336:2,	208:20 262:17	312:11 324:13	12 312:17
337:24 338:1	22 99:10, 17	10	323:13 360:4	colleague's	317:8 331:7
339:8 341:4	101:6 102:19,	cleaned 66:21	closes 241:14	191:16	337:9 343:6
344:12 357:7,	23 103:13, 21	cleaner 335:15	closing 40:16	collect 31:15	348:11 352:3
15, 21 359:13	104:4, 16, 21	cleaning	281:9 303:25	72:18 80:16	359:15 361:4
365:5, 22	105:1, 11, 15,	152:24 153:25	closure 111:1	83:6, 17, 23	366:10
367:11, 13	19, 23 106:6,	159:5 334:7	166:10	226:10 268:10	comes 68:25
368:2, 15	17 108:19	cleanliness	closures	287:12	133:5 160:6
369:2 370:17	109:12, 22	7:20 333:5	112:11	collectible	165:15 194:22
375:14	110:1 115:17	cleans 160:7	CLS 42:24	147:25	205:24 213:23
City-based	119:4 120:15	cleanup 161:15	club 241:1	collecting	233:23 278:12
206:7	123:9 127:16,	cleanups 182:5	coastal 371:19	82:22 286:24	288:14 316:4,
City's 90:23	19 129:21	clear 16:19	Cobbs 347:5	collection 96:4	9, 11 347:14
101:20 102:11	130:14 132:15	81:25 101:9	Co-chair	372:20	368:19 372:21
138:8 306:16	133:7, 12, 18,	128:2 131:9	191:23	collective	comfortable
310:8	25 134:9, 12,	216:16 275:5	CO'd 203:8	131:12 319:9,	298:10 350:1
city-wide	18 135:7, 19	284:7 304:4	Code 6:24	13	coming 31:20
95:12 138:7	136:2, 19	clearly 33:8	7:6 149:9	collectively	33:12 54:2
158:23 193:20	137:1, 6	116:4 123:16	150:14, 17	319:3	60:24 62:20
341:5	139:10 141:25	209:13 231:8,	168:16 170:15	College 150:8	96:6 121:15
Civic 296:17	143:18 144:5,	18 243:22	174:4, 7	211:17 213:6	141:1 142:18
civil 150:21	9, 25 145:12,	269:20 270:6	182:24 183:13	299:1 360:16	161:18 163:15
249:14 251:2	16, 24 151:18	CLERK 3:4, 6,	184:12 185:2,	363:17 364:25	166:25 182:4,
365:25 366:5,	152:18 153:3,	9, 15, 20, 23	12 186:15	colleges 100:2	23 186:20
13 367:22	22 154:7	4:6, 12, 15, 18,	194:12 204:25	299:3 360:23	196:11 198:7,
civilian 368:13	159:1 162:5,	22, 24 5:6, 13,	214:9 217:10,	362:6	8 200:21
claim 51:12	18, 24 164:15	18, 25 6:13	22 218:8, 17	color 149:21	237:4 279:21
180:4	176:20 187:15	8:18 10:2, 16,	233:21 238:3	150:2 318:15	309:10, 25
claimed 264:24	190:11, 18	20 87:19	239:4 246:22	combine	319:15, 20
claims 157:25	198:22 208:4	93:24 145:9	249:10 253:10	204:16	320:4, 7, 13
170:14 172:3	214:25 225:5	291:16	261:2 262:9	combined	321:20 322:16
248:1	237:2 245:25	clerks 73:18	268:8 273:17	301:7 315:8	338:16 339:3
clarity 21:24	257:3 264:1	86:17	276:3 278:7	328:20 336:12,	354:5 365:2
33:14, 25	272:23 273:5	Climate 302:7,	codes 224:10	19, 23 337:11	commended
47:16 130:23	282:22 290:6,	8, 12, 19, 22	codified 233:20	combining	273:13
135:3 324:4	15, 21 291:13,	303:3, 7 325:7	coding 226:23	205:21	comment 36:3
Clark 259:1	19, 22 292:1,	337:20 368:16	coincide 90:22	come 2:21	40:12 89:23
CLARKE 1:1	13, 20 332:4, 8,	369:5 370:2, 5,	collaborating	14:23 18:16	121:4 209:25
2:2 3:13 4:4,	22 342:18	9 371:1, 8	263:4	19:2 21:4	210:5
10 5:4, 11, 23	348:18 356:19	372:16	collaboration	35:8 36:25	comments
6:1, 2 8:14	375:4, 20	climatological	369:17	39:25 58:7	9:11 205:3, 8
10:4, 9 11:17	Class 26:9, 20	372:10	collaboratively	69:14 75:14,	207:23 244:10
12:12, 17, 19	27:7 47:5	Clinics 69:11	325:23 326:22	18 76:1 83:5,	283:20 325:15
13:5 15:23	63:25 64:4	CLIP 7:19	collapse 191:25	10 92:23	327:3 335:5
16:6, 21 17:14,	66:2 96:22	159:16 160:4	collapses	100:18 112:17	Commerce
18 18:3 21:8,	164:3 182:13	clock 42:7, 8	194:10	125:13 144:15,	146:23 255:12
12 27:14, 18,	233:21 248:24,	130:17 263:22	colleague	18 153:5	commercial
23 28:1 29:15	25 262:24	290:19 293:10	127:18 177:4	164:17 173:9	39:20 149:4
30:2, 23 31:5,	295:19, 23	317:8 348:11	308:15 313:4	186:23 189:10	152:11, 13
9, 13 32:4, 10,	296:1	close 13:20	323:4 325:12	198:4 207:11	240:23 331:6
22 33:9 35:10	classroom	36:17 47:17	357:2	211:25 213:21	commercial's
41:1, 21 46:13	168:4	77:23 151:10	colleagues	234:23 241:20	39:18, 24
50:17 59:12			3:11, 19 4:2, 9	253:25 256:4	

Commish 165:5 166:17, 22 168:11 169:5 170:21 173:14, 21 174:19	256:20 257:1, 11, 20, 25 258:3, 4, 15 260:7, 24 264:8 266:2 267:23 268:6, 17 272:1, 7, 12, 22 273:11	66:7, 10 67:15 143:10 191:24 208:23 253:23 309:4, 5, 16 322:6 323:11 375:8, 22 376:4	13, 19, 22 368:16	completion 148:16 363:1 365:23	250:25 260:23 277:8 281:23 330:15
Commission 57:6, 19	275:2 277:16 280:9 282:1, 20 283:3, 7, 18 284:11 285:6, 14, 22 286:2, 5, 13 287:21	Committees 2:11, 16 210:14	companies 40:14 170:13 172:2 204:7, 10	complex 70:23 75:1, 13 148:2 165:7 173:3	conclude 144:19 145:2
Commissioner 6:25 18:21 34:9 124:19 145:10, 13, 14, 22, 25 151:19, 20, 23 152:14, 20 153:17, 24 155:21 159:2, 21 160:23 162:6, 12, 22 163:10 164:16, 22 165:13 167:13, 17 168:15, 20 169:19, 25 171:16 172:12, 19 174:25 176:19 177:3, 13 179:13, 23 180:14, 25 182:20 184:5, 19 187:7 188:8, 20 189:24 190:4, 7, 23 192:18 194:4 195:4 197:3 199:4, 5, 15, 16, 20, 24, 25 200:1, 3, 22 202:8 203:4 204:21 207:22 208:1, 13 209:15 210:6 214:22 215:7, 8 216:25 217:6, 19 218:3, 12, 21 219:4 220:11 221:20 223:7 224:9, 20 225:11, 13 227:1, 9, 24 228:13 229:6 231:6 232:3 233:18 234:15, 20 236:25 237:8 238:15 241:23 242:4 244:9 246:6, 16 248:20 251:12 254:9	common 206:10 276:21 278:20	Commonwealth 281:22 322:16	company 40:13 212:10 277:23	complexity 69:19	concluded 376:5
	292:10, 11, 17, 18, 24 293:1 304:12 305:9, 23 306:23 307:12, 21 308:17 310:4 312:9 314:3 316:23 318:3 319:12 321:1, 4, 16 322:19 325:13, 21 328:5 329:22 331:3 334:2, 20, 21 336:24 338:5, 23 340:19 341:15 342:2, 16 343:1 344:10, 23 345:11 348:14 349:9 351:6 353:6, 16 354:9 356:15 357:19 358:13 361:4 363:22 364:9, 13, 17 366:8 367:2 369:21 373:18, 24 374:7, 19 375:10, 18	Commonwealth's 296:13 communicate 76:4 349:23 353:10 communicated 70:17 112:21 125:16 communicating 124:21 communication 58:1 60:20 262:18 353:21 communication's 256:7 349:22 350:21 359:7 communities 23:19 43:12 47:3 138:14 216:13 224:5 236:21 247:3 323:15 326:6 343:10, 15, 16, 21 344:1 345:5 346:9 349:2 355:8	comparable 91:12 compare 167:10 180:22 compared 63:19 91:18 107:20 171:4 185:12 218:10 326:15 comparison 180:19 compete 170:12 competent 305:7 competing 44:6 212:8 competition 330:11 competitive 312:15, 24 323:16 366:1 compiling 76:16 complain 275:10 289:10, 11 complaint 174:5, 8, 21 175:4 185:1 187:1 191:4 193:22 251:3 266:22 267:4 268:19 279:4	compliance 95:17 149:5 295:9, 21 299:10, 15 compliant 191:20 complicated 46:16 69:22 81:13 173:2 186:1 complications 245:15 complicit 128:4 comply 9:16 complying 238:1 component 80:3 293:20 components 300:23 composure 123:22 comprehensive 40:11 95:13 271:8 304:13 comprised 293:17 compromise 13:7 compromised 255:7 con 234:17 352:24 concentrate 224:3 concentrated 56:15 concepts 149:23 concern 119:17 121:11 198:19 279:17 331:16, 17 333:10 345:2 concerned 277:10 280:8 concerns 125:16 221:3, 21 226:21 227:15 235:25	concludes 92:10 conclusion 93:17 137:20 143:21 concourse 157:7, 11 concur 215:16 condition 25:12 58:10, 23 conditions 7:3, 14 96:4 356:4, 13 conduct 32:6 68:8 108:13 117:20 138:6 conducted 67:7 95:23 205:19 conducting 180:9 conducts 95:19 Conference 308:19 confidence 202:12 230:25 240:17 confined 237:17 conform 140:11 conformed 139:18 confused 24:7 confusing 24:25 Congress 40:6 conjunction 95:20 connect 44:11 47:13 157:18 connected 48:25 188:10 connecting 42:23 connection 167:3 216:2 consent 295:23 313:12 consenting 9:8

consequences 147:24 251:11 252:23 271:18 consider 8:18 197:9 200:8 213:24 254:21 256:5 335:25 consideration 11:14 255:16 considering 113:3 301:15 330:22 344:9 consistent 56:3 228:16 300:8 consistently 48:14 299:6 303:14 322:4 361:9 374:21 consists 219:5 constant 55:21 constantly 249:17 316:13 373:17 constituent 165:7 209:1 256:16 constituents 92:19 154:3 189:23 209:4 256:8 277:9 280:7 constitute 8:19 constraint 72:4, 5 254:10 constraints 331:16 construction 150:10, 16 153:25 154:4 163:17 168:21 169:21 170:15, 22, 24 171:9, 20, 24 172:2, 13, 14, 23 179:6, 12, 16 180:13, 15 181:5 182:5, 17, 21, 24 184:1, 16, 21 185:10 191:19 192:3, 5, 8, 23 193:8 194:5 198:1 201:8 203:11 204:24 205:1, 10, 25 215:22 217:9, 20, 21 218:7, 16 234:19	245:16 246:25 247:9 259:7 262:10, 13 346:15 constructions 200:19 construction's 346:14 constructive 211:25 consult 134:7 consultant 326:23 consultants 135:2 consultation 46:10 132:21 133:19 consultations 46:9 contact 39:2 74:5 164:13 241:18 298:2, 9 351:12, 16 352:8, 24 contacts 175:5 contained 377:1 content 175:6 context 119:10, 15 139:15 140:2 continue 8:16 11:10 38:19 98:13 108:16 131:21 142:25 146:11, 17 150:7 151:2 161:3 167:7 178:11 189:23 213:4 272:10 294:21 298:2 299:3, 9 301:13 303:21 308:23 317:14 327:5 329:13 331:22 361:17 373:20 375:13 continued 6:6 11:14 137:25 165:22 298:24 continues 95:15 146:7 continuing 2:9 9:7 40:1 164:4, 6 178:14 187:12 228:6 291:6	308:22 329:6 374:24 continuos 146:11 continuous 13:1 contract 87:12 106:23 107:1 120:9 136:6 139:18 148:24 325:25 contracted 136:17 contracting 135:13 contractor 148:25 184:23 196:2 234:2 252:12, 13 351:18 contractors 154:25 155:1, 23 195:19 196:7 204:16 206:21, 24 232:12 233:23 235:17 253:3 316:12 contracts 140:12 141:2 142:5 298:16 contractual 66:12, 17 95:17 contri 289:15 contribute 48:12 304:5 contributed 48:13 contributes 286:20 contributing 289:17 contribution 71:20 control 103:6 242:8 300:22 328:13 337:23 346:7 347:13 377:21 Controller 9:21 93:25 94:4, 12, 16, 20 98:5, 20 99:5, 11, 14 101:14 102:21, 25 103:19 104:2, 7, 18, 23 105:3, 13, 17, 21	106:1, 13, 16 107:9 109:10, 14, 24 111:23 112:18 113:10, 23 114:15 115:10, 24, 25 118:6 119:8 120:17 121:25 123:4, 7, 15 124:10, 14 125:18 128:1, 22 129:24 130:5, 20 131:4 132:5, 13, 17 133:2, 9, 14, 23 134:2, 10, 15, 23 135:17, 25 136:4, 24 137:4, 12 138:24 141:5, 23 143:14, 17 144:3, 7 Controller's 94:18 117:20 132:11 controls 95:11 conversation 47:25 98:23 102:14, 16 103:23 106:9 110:22 119:3 127:24 135:20 137:13 139:15 140:1 163:2 171:17 207:6 211:11 214:20 216:14 251:21 259:11 271:22 281:24 364:7 conversations 273:21, 25 274:19 363:24 convert 304:23 convey 328:18 convictions 115:3 cooking 276:20 Cool 105:12 Cooperation 8:8, 9 41:18 261:10 cooperatively 366:3 coordinate 211:7 coordinated 316:7 322:13	coordinating 159:19 263:10 coordination 149:15 159:10 250:2, 5, 15 316:5 copies 25:20 61:3, 4 copy 341:20 core 150:24 296:19, 23 corner 220:20 cornerstone 303:24 corporation 160:15 253:7 corporations 253:9 corporation's 253:5 Corps 296:18 correct 25:6 84:21 132:4 152:21 183:24 184:6 191:12 217:3 227:10 268:16 286:1 336:14 377:1 corrections 99:1 142:19 correctly 23:25 41:4 70:16 132:1 correlation 161:9 correspond 351:11 corresponding 198:5 corridors 152:13 cost 71:25 72:1, 5 73:3 79:21 81:8 92:18 96:23 114:13 203:2 206:16 223:5 247:6 254:12 255:9, 15 283:24 284:8, 13 300:4 307:24 311:21 312:1 319:22 338:3 347:14 cost-efficient 303:15 costly 158:13 307:18 336:22	costs 147:8 203:13 289:2 295:25 296:2 cost-savings 95:4 COUNCIL 1:1 2:2, 11, 16 3:11, 13, 18 4:1, 4, 8, 10 5:4, 9, 10, 11, 16, 21, 23, 25 6:2 7:25 8:11, 14 10:4, 7, 9, 19 11:17 12:12, 19 13:5 14:1 15:16, 23 16:6, 21 17:14, 18 18:3 19:21 21:8, 12, 17 24:8 27:14, 18, 23 28:1 29:8, 15, 21 30:2, 8, 23 31:5, 9, 13, 18 32:4, 10, 22 33:7, 9 34:24 35:9, 10, 15 40:3, 23 41:1, 21 46:13 47:23 50:17 59:12, 17 63:4, 7, 9, 15 67:21 74:15, 17 76:1 77:19 78:17, 19, 24 79:2, 7, 17 81:18, 23 82:10, 12 83:11, 15, 24 84:4, 7 92:12 93:4, 9, 21 94:2, 7, 13, 14 97:9, 11, 17 98:17, 22 99:10, 17, 21 101:6 102:1, 19, 23 103:13, 21 104:4, 13, 16, 21 105:1, 11, 15, 19, 23 106:6, 17 108:5, 19 109:12, 16, 22 110:1 115:17, 22 116:5, 11, 23 117:2 118:25 119:1, 4 120:14, 15 123:8, 9, 14 127:16, 19 129:18, 21
---	---	---	---	--	---

130:7, 14, 19 132:9, 15 133:7, 12, 18, 25 134:9, 12, 18 135:7, 19 136:2, 19 137:1, 6, 11 139:9, 10 140:14 141:4, 24, 25 143:18 144:5, 9, 22, 23, 25 145:12, 16, 23, 24 151:18, 22 152:5, 18 153:3, 22 154:7 159:1 162:5, 18, 24 164:15, 24 176:20, 25 177:16, 17 187:14, 15, 20 190:9, 11, 18 198:22 199:2 208:3, 4, 9 210:3 214:24, 25 215:5 216:19 225:4, 5, 10 236:23 237:2, 7, 11, 18 242:9, 17 245:24, 25 253:12 257:3, 9 263:21 264:1, 6 272:21, 23 273:5, 10 275:9 282:21, 22 283:2 290:4, 6, 11, 15, 21 291:13, 19, 22 292:1, 13, 21 324:12 330:8, 12, 19 331:25 332:4, 8, 22 333:1 342:18, 24 348:16, 18 356:18, 19, 25 368:9, 10 374:25 375:4, 20 COUNCILMAN N 1:1 3:10, 25 4:20 5:15, 20 11:20 21:14, 16 23:4, 24 24:6, 18, 23 25:23 26:7, 12 27:11 28:15,	18, 22 29:1 33:2, 6, 11 35:11, 12, 14, 19, 20 36:1 40:10, 21, 25 41:2, 5 46:3 50:19, 21, 22 52:6 54:17, 20 55:14 57:3, 13 59:8, 13 60:22 63:12, 14 64:5 65:4 66:6 67:3, 12 68:18, 24 70:6, 15 71:8 72:24 74:15, 19, 20 75:24 77:21 78:20 80:4 84:1, 3, 5, 6 85:5, 13, 18 86:10, 24 88:4, 21 89:2, 9, 19 90:12 91:1, 20 92:7, 15 93:2, 5 110:3, 5, 10 111:25 113:7, 12 114:4, 17 115:14, 18, 19, 21 116:2, 3, 19 119:9 120:19 121:16, 24 123:6, 10, 11, 13 124:12 127:14, 17 130:16, 18 131:24 132:8, 16 137:8, 10 141:13 143:7 190:14, 16, 20 194:1, 14 196:8 197:21 198:23, 24 199:1, 7, 18, 22 200:4 202:1, 22 203:21 207:7 208:5, 6, 8 214:21 215:1 223:24 237:5, 6 240:20 242:3 244:4 245:22 246:1, 2, 4 248:15 249:21 253:1 256:3 257:4 272:25 273:2, 6, 7, 9 277:4 279:14 281:8 282:19, 23, 24 283:1,	14, 19 284:17 285:12, 19, 24 286:4, 8, 21 288:23 289:20, 24 290:7 304:11 305:11 306:14 307:14 308:8 317:21 318:1 320:6, 20, 22, 23 321:2, 16 322:20, 25 323:7 327:2, 6 330:4, 9 331:21 332:2, 6, 9, 11, 12, 17, 20, 25 333:4 334:19 335:6 339:22 341:13, 18 342:13, 19 348:20, 21 350:13 352:13, 16, 21 353:14, 18 355:23 356:17, 20 Councilmember 3:4, 6, 9, 15, 20, 23 4:6, 12, 15, 18, 22, 24 5:6, 13, 18 42:13 44:25 45:2, 6 80:12 116:1 121:4 125:19 129:5, 19 166:2 177:5, 14 190:8 192:21 207:9 208:18 211:3 216:15 222:7 238:20 239:5 257:13 279:15 282:8 313:4 319:1 321:17 322:9 323:5 325:12 327:8, 21 332:1, 18 336:9 339:16 357:2 Councilmember s 33:19, 23 35:7 67:3 93:13 215:14 346:20 Councilmember' s 234:24 Councilperson 23:8 37:20	63:22, 24 70:22 75:23 76:15 77:9 208:25 256:13 Councilperson's 29:12 COUNCILWO MAN 1:1 3:17 4:7 5:1, 8 11:20 38:12 41:4, 7, 9 46:20, 21, 24 47:11, 15 48:21 49:5, 10, 14, 17, 21 50:18 59:14, 16 61:8, 15 62:25 63:3, 5, 6 78:21, 23 79:3, 5, 9 81:7, 17 82:13 118:24 119:5, 7 120:16, 18 127:12, 15, 20, 22 129:5, 16, 22 139:8, 11, 13 143:8 164:18, 20 167:16 168:10, 19 169:4, 24 170:20 172:10, 18 173:13 176:18, 21, 22, 24 179:18 180:11, 17 182:10 183:18 184:7 186:21 187:16, 17, 19 189:3 190:2, 5, 9, 12, 13 215:2, 4, 10 217:2, 14, 24 218:9, 19, 23 220:6 221:12 222:23 224:7 225:6, 7, 9, 15 227:4, 14 228:4, 20 230:10 232:21 234:12, 18 235:1, 2, 19 237:3 257:5, 7, 23 258:2, 9 259:16 262:2 264:2, 3, 5 267:21 268:2, 14 269:8 272:4, 9, 19, 24 290:8, 10, 18,	25 308:13 312:8 317:6 321:13 322:22 323:2, 8 342:20, 22 344:22 348:1, 19 356:21, 23 362:9 364:22 365:11 366:18 367:3 372:5 373:14 374:14 375:5 376:2 count 108:25 323:6 counties 39:8, 10 91:5, 8, 11, 19, 25 92:23 counting 167:18 176:4 country 91:3 117:7 141:20 204:5 206:11 277:15, 18 301:14 306:5 307:23 335:11 358:15 County 7:8 39:7 80:12 82:19 151:8 259:2 couple 2:25 11:23 21:19, 24 23:14 33:3 61:17 85:10, 14 93:12 97:21 101:11 119:21 124:14 140:7 143:15 152:8 154:14 155:23 157:17 158:6 160:25 161:20, 25 197:4, 17 200:16 204:22 210:7 232:6 250:13 278:18 318:21 323:24 358:11 coupled 212:14 course 118:21 160:16 163:4 247:4 283:11 courses 163:9, 11 coursework 163:21 Court 10:17, 20 52:11 80:13 148:1	178:12 283:15 377:12 courts 268:12 cover 88:2 coverage 197:12 covered 304:14 covering 8:2 255:23 covers 96:23 153:18 COVID 24:17 38:2 57:23 60:6 92:20 154:21 278:24 349:16 350:20 351:25 COVID-19 2:10 293:25 294:1, 5 CP 260:12 376:3 cracks 49:16 crammed 243:20 create 186:4 188:22 created 21:22 128:14, 19 138:4 235:16 249:5 365:17 creates 266:18 creating 7:7 274:12 363:15 creative 229:4 315:17 credit 364:2 Creek 346:25 347:5 crew 194:16 196:24 296:24 crews 196:10 crime 117:11 122:23 241:9 crimes 161:11 criminal 110:24 281:4 359:15 362:4 criminality 130:2, 10 criminally 251:18 criminologist 122:19 crisis 230:15, 23 274:4 357:20 367:18 critical 112:14 cross 265:9
---	---	---	--	--	--

crumbling 58:19	< D >	day 33:17	371:11	Delaware	145:4, 5 146:4,
cry 359:19	D.C 206:11	51:15 54:15	deck 169:16	100:10 320:8	7, 24 147:16
CSO 313:12	312:22	75:2 89:20	decrease 12:5,	327:17 329:1,	148:15, 21
314:2 317:15	DA 54:3	157:14 172:8,	11 27:8 216:5	5, 20 330:17,	149:1 150:2
335:12 336:7	Daily 2:17	9, 11, 13, 16, 21	244:16	22 331:2	157:19 159:14
337:23 343:14	262:18	179:6, 8 181:6,	dedicate 47:6	336:13 347:11,	164:1 169:7
345:4	Dallas 117:8,	11 197:14	dedicated 19:4	13	170:9 171:1
CSO-related	9 122:9, 18	205:10 210:20	44:23 62:17	delay 16:5	175:18 176:5
337:10	damage	219:11 234:1	87:11, 17	17:13 89:3, 10	193:3 204:19
CSOs 333:15	250:25 251:7	276:24 304:2	88:18 179:11	delayed 88:24	208:15, 20
337:23 343:19	253:14, 18	353:24 355:2,	240:10 260:4	98:6 136:11	210:10 219:14
CTE 361:15	297:10 306:12	25	dedicating	delaying 295:6	221:2 228:9,
362:21, 22	307:4	days 121:15	47:1	deliver 90:5	19 230:13
363:2	damaged 252:4	185:6, 8	dedication	297:21 317:1	231:12, 22
culture 39:15	damaging	222:10 269:25	296:23 356:12	delivery 150:4	233:20 236:15,
current 11:13	250:19 253:21	304:3 308:20	deeds 7:1	293:11 316:18	20 240:14
101:4 164:14	danger 54:14	dead 14:4	18:18, 19 19:7	demand	242:8 243:17
167:8 182:1,	73:10 220:17	deal 40:15	21:3 38:10	173:11 181:25	250:3 257:15
13 183:16	233:12 243:11	51:8 77:11	40:15 41:24	182:2 214:2	258:13 259:5,
221:13 231:15,	244:3 258:20	92:4 93:16	42:1 54:5	223:17	10, 15, 25
16 260:22	dangerous	112:14 123:25	deep 107:19	Demetri	261:12 263:5
311:21	19:13 53:11	196:22 238:22	128:1	159:24	267:8 270:14
currently 2:11	151:1 160:9,	256:18 330:1	defect 251:25	demo 152:9	273:14 281:7
25:11 84:22	22 162:15	338:18 340:5,	defer 18:25	254:3, 6	284:22 287:12
85:20 111:10	166:9 222:13	7	71:22 80:1, 7	demographic	290:1, 24
119:16 158:19	236:12 238:10	dealing 110:23	Deferment	271:11	291:5 292:19
167:10 168:3	245:17 250:12	166:5 173:3	11:9, 11 23:21	demolish	293:2, 9, 23
210:22 227:6	279:12	191:8 193:7	45:23 64:24	254:20	294:25 295:14
260:14, 21	dark 177:23	211:9 225:20	82:15	demolished	296:3 297:16,
264:22 300:18	DARRELL	230:14 244:13	deferred	254:17	17 298:1
curriculum	1:1 29:8	277:5 294:5	14:21 82:23	demolishing	300:2, 18
40:7	DA's 112:23	deals 367:25	83:12	7:10 152:17	304:16 309:14
CURTIS 1:1	250:4 251:7,	370:1	deficit 39:10	153:12 160:8,	310:20 311:9
14:24 46:3	14 252:6, 18	dealt 236:1	define 347:18	22 254:25	313:11 324:1,
60:23 222:7	dashboard	dear 12:1	definite 161:9	Demolition	6 327:16
customer	116:15	173:23	definitely	7:8 151:3, 7, 8	335:22 340:3,
146:15, 18	data 65:21	debris 193:9	14:16 108:16	153:21 191:23,	15 343:25
256:6 296:11	66:5 75:3	336:5	109:19 110:8	24 254:14	348:13, 25
297:18, 22	76:14 95:25	decade 317:13	113:3 114:2	255:1, 6	350:25 357:4,
298:2, 4	97:7 148:5, 18,	decades 345:16	126:4, 5 130:8	demolitions	9, 22 358:3
customers	22 150:4	December	157:4 162:3	153:1 255:5,	359:7 363:4, 5
91:15 293:18	175:22 188:7	26:19 170:25	169:20 172:6	25 283:13	367:14 374:2,
296:6 297:23	189:19 243:6	173:9 200:23,	200:23 206:14	Demonstrating	20
298:9 352:14	245:19 265:10	24	207:3 210:9	296:22	departmental
customized	286:15 368:23	decide 83:7	228:1 236:14	demos 250:19,	41:15
147:5	369:1, 2	156:25 263:11	247:12 269:6	23 253:15	departments
cut 29:10	372:10, 20, 23	346:1	317:10 318:19	254:15	84:13, 17
65:3, 6, 8, 9	373:21	decided 250:11	373:15	deny 275:5	95:10 98:11,
84:24 97:1	database	deciding	definition	Department	15 100:15
98:7 117:10	90:23 271:5	169:10	239:14	9:22, 24 11:7	106:18 181:4
122:22, 25	databases	decimate 120:7	deflect 46:18	18:5, 7, 10	183:9 226:3,
123:1 131:15,	279:3	decimated	Degree 150:15	20:19 44:4, 25	11 258:6
20, 22, 23	date 67:8	119:18 140:2	155:19 192:10,	58:8 60:18	322:8, 12
306:5 349:12	188:25 296:5	decision 89:16	12 213:7	80:2 82:24	323:21 357:23
351:1	301:4	104:17	319:6 363:17	84:19 88:7	358:5 363:1
cycle 109:21	dating 99:19	decisions	364:25	95:24 96:8	369:16, 18
262:6	DAVID 1:1	239:18 316:3,	degrees 101:1	112:13 124:19	Department's
		4 339:17, 20	213:12	125:14 126:21	147:9 156:1
				128:15 135:24	204:4 270:9,

18 293:19 300:8 303:12 304:1 330:20 368:14 depend 44:15 dependent 101:20 depending 157:22 169:20 219:22 depends 217:7 deploy 168:7 271:14 deployed 137:22 229:15 deployment 96:9 126:2 deposit 112:9 Deputies 293:2 Deputy 99:6 129:8 160:23 177:13 260:6 292:24 293:1 306:25 315:3 321:6, 12 325:14, 21 354:11 364:6 DEREK 1:1 describe 58:23 described 303:10 326:12 describing 58:22 241:24 deserve 48:17 342:6 deserves 135:5 Design 56:17 designation 258:6 259:14 designed 138:17 148:9 328:25 desire 277:1 desperate 222:1 destitute 80:25 detail 11:25 12:20 97:22 136:21 175:16 detailing 147:6 222:20 details 126:8 detector 207:18 detectors 265:3 determination 339:10 determine 90:4 181:10	193:18 238:18 270:1 287:9 determined 294:11 determining 137:23 Deterrence 122:15 devastating 259:5 develop 193:17 303:5 developed 43:20 305:1 developer 188:17, 22 developers 192:7 233:5, 23 development 7:9 146:21 149:19, 20, 24 156:20 167:3, 6 184:3 198:10 211:16 309:19 343:6 348:12 359:11 369:11 370:12, 15 374:1, 6 devices 245:9 devised 80:16 devoted 296:10 dialogue 139:3 142:7 209:13 242:16 291:7 diced 354:24 dictates 270:17 died 264:13 dies 15:8 46:15 difference 36:19 38:8 272:16 294:12 differences 18:15 different 26:13, 17 36:14 44:6 67:14 110:13 131:2 157:17 158:6, 9, 12, 16 175:13 180:3 188:9 195:6 197:11, 17 203:25 204:1, 22, 25 205:13 208:21 210:7 220:19 223:19 232:7, 8 236:6	242:7 248:2, 4, 13 258:6 265:16 269:3, 10, 18 270:23 271:16 275:21, 22 288:18 310:8 313:7 322:12 341:10 353:11 354:25 355:1 362:19, 20 364:3 366:9 differently 154:18 185:16 198:15 220:24 difficult 77:24 179:25 192:19 195:11 202:13 203:3 204:3 212:12, 22 223:8, 20 232:19 247:16 248:11 251:22 253:20 256:9, 14 269:1, 5 difficulties 229:23 difficulty 41:12 134:21 135:9, 11, 21 286:20 dig 111:3 128:1 129:14 digest 312:18 324:17 326:21 digital 16:12 25:3, 6, 8 61:2 digitization 58:25 digitize 11:11 25:22 26:1 27:2 digitized 38:24, 25 digitizing 25:15 26:10, 11, 24 DiGregorio 10:22 67:2 68:5 80:11 81:12 90:11 91:4, 24 Dika 10:23 12:16, 17, 21 13:10 23:10 25:8 26:3, 9, 18 27:4 46:23, 24 47:14 63:24 64:22	65:23 66:23 67:1 84:22 85:7, 16, 24 87:5, 8 88:13, 23 89:5, 12 diligent 294:10 diligently 362:24 dinosaur 44:9 DiPietro 145:11, 14, 22, 25 152:14, 20 153:17, 24 155:21 159:21 162:12, 22 163:10 164:22 167:13, 17 168:15, 20 169:19, 25 171:16 172:12, 19 174:25 177:3 179:13, 23 180:14, 25 182:20 184:5, 19 188:8, 20 189:24 190:4, 7 192:18 194:4 195:4 197:3 199:5, 15, 20 200:1, 22 202:8 203:4 204:21 210:6 215:8 216:25 217:6, 19 218:3, 12, 21 219:4 220:11 221:20 223:7 225:13 227:1, 9, 24 228:13 229:6 232:3 233:18 234:15, 20 238:15 241:23 242:4 244:9 246:7, 16 248:20 251:12 254:9 257:1, 11, 20, 25 258:4, 15 260:24 266:2 267:23 268:6, 17 272:1, 7, 12 275:2 277:16 280:9 282:1 283:7, 18 284:11 285:6, 14, 22 286:2, 5, 13 287:21	289:7, 21 291:11 direct 39:20, 23 40:9 212:24 216:2 225:21 232:12 296:20 324:22 326:24 363:19 377:21 directed 79:13 direction 25:2 77:18 300:20 335:23 directions 336:1 directly 48:24 90:22 147:16 225:20 256:21 321:23 324:6, 7 365:3 366:6 367:5, 7 368:4 Director 10:23 12:18 46:18, 25 60:20 98:24 159:22 Director's 112:24 disabled-owned 298:21 disaggregated 150:4 disagree 342:8 disappear 276:13 disappearing 195:21 disconnected 351:5 Discount 296:9 discuss 142:5 166:16 340:17, 21 discussing 98:24 discussion 223:25 247:13 278:6 293:3 discussions 128:2 312:3 disparities 87:13 88:19 89:6 dispatch 175:8 dispatcher 175:9 displayed 3:1 disposal 270:24 dispute 52:11	disputes 52:2, 8 disregard 234:10 disregarding 252:24 disrespect 30:8 disrupted 355:7 disruption 297:8 dissatisfied 228:11 dissolved 253:5 dissuade 254:24 255:25 dissuasive 232:25 233:10 distributed 265:14 311:16 distribution 300:14 District 14:24, 25 15:1, 17 49:13 51:5, 6 94:24 95:11, 12, 14 107:24 109:6, 8 132:21 133:6, 20 134:8 152:2 177:14, 15, 16, 17 208:25 216:1 217:5, 7, 11 218:1, 16 230:16 250:17 260:11, 12 263:11 314:18 324:2 328:21 330:9, 10 349:2 360:5 361:8, 10 365:3 Districts 19:5 43:3, 4, 10 219:10 330:12 disturbing 346:16 diverse 150:18 163:17 299:4 358:1 diversify 100:1 150:9 division 135:23 180:13 divisions 179:17 doable 172:22
---	--	--	--	---	--

Dobbins 361:12	309:24 310:21 320:7 321:20, 25 322:8, 15, 16 323:25	drafting 351:9	297:23	effort 44:8	Emilio 10:21
doctor 110:16, 18	329:11 335:19	dragon 328:1	earned 200:7	56:15 70:13, 24 99:25	66:24 68:3
doctors 128:4, 18, 25 129:13	337:1 343:11	drain 55:21	earning 299:17, 19	112:4 158:24	80:9 90:10
document 143:25 174:18 277:25	345:9 346:2	drains 329:19	easier 152:4	213:9 250:5	emphasis 99:9, 24
documentation 67:6, 10 116:15	domain 306:16	dramatic 92:3	211:23 298:9	288:2, 4	employee 39:19 149:18
documents 7:2, 12 57:8, 20 58:4 59:6 158:10, 17	DOMB 1:1	drastically 157:11	314:1 317:14	352:24	175:18 365:22
doing 19:19 35:22 37:8, 11, 12, 16 50:13 54:3 61:12, 17 73:15 92:9, 16, 25 111:1 114:13 120:4, 23 124:18 128:5 135:15, 18 139:17 140:25 171:13 172:24 174:14 185:16 189:7, 10 191:11 193:22 196:11 197:1 198:16, 17 199:10 200:10 204:11 207:4 208:16 214:5, 16 221:5 240:17 249:17 250:18 261:24 265:21 273:17, 19 287:16 299:21 305:13 315:14 327:11, 12, 16 328:2 334:4, 23 337:19 348:8 356:9 359:6 363:20 367:19 370:18 371:12	3:9, 10 35:13, 14, 20 36:1 40:10, 21, 25 44:25 45:2 84:2, 3, 6 85:5, 13, 18 86:10, 24 88:4, 21 89:2, 9, 19 90:12 91:1, 20 92:7, 15 93:2 115:20, 21 116:1, 2 119:9 120:20 121:24 123:6 137:9, 10 141:13 143:7 198:25 199:1, 7, 18, 22 200:4 202:1, 22 203:21 207:7 223:25 272:25 273:2 282:25 283:1, 14, 19 284:17 285:12, 19, 24 286:4, 8, 21 288:23 289:20, 24	draw 261:1	easily 101:4	efforts 45:11	366:16
drive 146:8	Donna 292:23	drew 294:19	East 218:1, 2, 6, 20	69:24 138:9	employees 85:2 86:2
driven 147:10	306:25 307:8, 12 350:3, 7 351:6	drinking 281:5 293:12 294:13 299:7, 9 304:24	easy 34:13 75:14	239:1 299:1 304:2	96:25 100:13, 25 132:23
drivers 223:13	Donna's 307:15	drivable 100:8	echo 177:3	egregious 351:1	149:21, 22
driving 205:13	door 20:6, 10 116:24 165:16 240:2	drive 146:8 270:10	eclipse 146:12 148:6 149:10 154:12, 19 155:4, 14, 25 156:18 158:11 181:9 188:24	eight 88:24	150:2 151:12
drone 245:14	double 202:25 203:1 232:23 302:3	drop 258:21 259:7	economic 7:9 303:17 326:13	either 51:20 82:21 102:7 104:8 163:25 175:5 178:8 205:21 250:2, 10 268:19 279:19 287:14 327:10 342:7	163:7 169:8 170:7 223:18 293:8 294:3 299:5 366:9, 14 367:15
drop 258:21 259:7	doubled 195:9	drop-off 200:23	economy 209:22, 24 210:9 211:1, 10	EJ 343:15, 21	employers 294:6, 8
drops 258:22	dovetailed 212:4	drought 372:1 373:7	Edison 361:12	elected 18:18 30:17, 18 42:25 73:14	employment 163:5 366:7, 10
drug 177:10 178:3, 8 220:21 260:18	downstairs 156:20	dry 333:25 336:8	edits 313:23	elections 37:3	empower 191:12
drunk 241:6	downtown 369:9	dry 333:25 336:8	educate 37:1 39:15 42:22 44:18 47:13	electrical 360:2	encompasses 220:19
dual 210:19	dozen 111:18 301:5	due 2:9 22:3 29:7 75:25 84:24 136:8 191:24 248:25 295:18 371:19, 25	educated 40:3, 6 54:7	elements 337:3	encourage 7:9 213:20 358:20
duties 97:13	dozens 138:8	due 2:9 22:3 29:7 75:25 84:24 136:8 191:24 248:25 295:18 371:19, 25	education 36:10 62:13 76:22, 25 164:4, 6 361:11 362:18 365:1	Elgac 312:18 324:17	encouraging 154:19
duty 125:22 126:3, 6		duties 97:13	educational 37:23	eligibility 47:20 48:5	endeavors 161:13
dwelling 288:3		duty 125:22 126:3, 6	effect 282:17	eligible 50:6 53:8 62:10 358:2 367:15	ends 63:7 190:10
dwelling 288:3 266:16 286:18		dwelling 288:3 266:16 286:18	effective 94:25 117:17 188:16 211:9 240:15 289:19 300:5 303:16	eliminate 302:5	energy 231:1
dwelling 288:3 266:16 286:18		dwelling 288:3 266:16 286:18	effectiveness 118:16 138:8 313:21	eliminating 153:13 314:9	enforcement 95:21 129:3 130:3, 9 147:23 150:14, 18 168:16 170:16 176:14 182:24 183:13 185:13 194:12 204:25 214:10 216:3 217:10, 22 218:8, 18 224:19 239:4 242:9 243:8 246:22 249:10 261:2 262:9 263:12 277:17 278:11 287:22
earlier 137:13 183:3 205:8 234:3 242:10 245:8 260:7 264:11 301:17 363:24		earlier 137:13 183:3 205:8 234:3 242:10 245:8 260:7 264:11 301:17 363:24	efficiency 90:17 148:10 205:21	Eliza 348:5	enforcing 282:16
early 116:24 154:15 167:19		early 116:24 154:15 167:19	efficient 90:5, 21 94:25 155:4 160:6	Ellis 318:12	engage 112:10 123:1
			efficiently 229:12	email 17:7 54:11 298:5 340:13 341:21, 24 342:11	
				emailing 256:19 341:20	
				emails 62:18	
				embarking 149:7	
				embedded 101:18 263:14	
				embraces 300:2	
				emergency 194:8 196:4	
				emergent 295:3	

engaged 18:7 81:24 122:20 246:21	entity 130:4 142:17	essentially 140:14	evolved 103:1	214:4 228:5	136:6 141:21
Engagement 296:17	entrepreneurshi p 36:16	establish 270:8 367:12	exact 180:1	229:3 230:18	149:13
engineering 202:15 316:3 320:11	entry 212:18 229:9	established 83:17 185:4	exactly 25:1 98:3 107:3	245:1 298:3	expiration 101:12
engineers 170:14 172:3 339:19 345:25	entry-level 363:3, 16	establishing 149:18	156:25 193:1	300:14	expire 101:7
English 114:11 155:11	environmental 303:17 309:2	establishment 166:7	239:19 310:6	expanded 100:2 296:15	explain 47:3
enhance 7:21 244:4 291:7	317:23 343:9	estate 38:16 39:17 42:17	examination 150:22 170:14 248:1	expanding 197:5 229:2	67:23 80:10
enhanced 297:21	344:1, 6	62:22 81:12, 14 287:3	examine 49:9	Expansion 117:22 328:17 329:8	108:5 132:25
enhancement 315:14	346:21 347:8 368:13	298:6	examiner 157:25	expect 75:6, 11 76:4 96:13 130:25 201:5, 21 241:18	explanation 17:9
enhancements 328:12	envision 125:15	estates 38:18 68:13 72:19	Examiner's 96:11, 15	248:10 255:21 271:14 319:18	exploding 197:25
enormous 175:19 270:6	EPA 309:6, 10 322:11 323:12, 19 327:11	estimate 34:11 147:7 218:10 223:5 285:20	example 87:3 136:10 169:22 195:13 232:11 240:21 247:4 252:22 264:25 310:23 326:3 347:11	expectation 9:6 78:7 238:19	exponentially 111:12
ensure 81:23 95:16 126:23 237:25 262:22, 25 263:19	e-pay 91:15	estimated 151:6 295:17	examples 303:10	expectations 320:4	exposing 95:6 318:14
293:10 302:16 312:22 314:1 317:10 324:3, 14, 18 343:8, 12 363:14	equal 345:7	estimates 195:12	exams 360:14	expected 201:24 243:19 294:16 299:13	expressing 163:8
369:18 374:4	equipment 183:7	evaluate 118:19 193:4 326:19 345:21	exceed 283:5	expecting 189:15 198:14	expunged 331:23
ensuring 317:16 325:3 343:24 363:9 368:2	equitable 216:8 345:1, 7	evaluated 121:6	exceeded 298:15	expects 248:9	extend 104:11, 12
entering 91:9	equity 120:2 149:15, 17, 23 246:18	evaluates 326:13 344:19	exceeding 185:23 284:19	expedited 34:2	extended 104:10 371:25
enterprise 293:16 319:10	equivalent 212:25	evaluating 119:11 309:13 313:20	exceeds 311:13	expenditures 143:24	extension 101:13 103:25 104:1, 22 105:10
enterprises 298:21	Erald 10:23 12:14, 17 23:3, 6 25:7 28:9 46:18, 24 63:22 65:20 66:25 75:22	evaluation 118:11 120:24 121:3 138:7, 11 139:6 141:8	exchanged 330:19	expense 288:16	extensive 297:10
enthusiasm 230:25	errors 68:10	event 173:7 243:16 318:7	excited 310:19	expenses 28:11 284:19 311:9 339:5 354:20	extent 319:25 345:23
entire 33:17 34:21 40:3, 4, 5 88:17 91:10 92:6 123:16 132:12 177:6 178:15 187:8 224:15 247:24 306:9 344:12	escalate 221:4	events 37:11, 14 77:2 280:5 294:23 361:18 371:20, 23	Excuse 28:20 65:5	extra 75:5	external 91:15 133:21 134:22 135:13 142:17
entities 55:17 107:21 170:10 226:5, 12 319:11	escaping 196:12, 20	everybody 21:18 30:7, 18 40:8 57:24 113:16 139:22 208:10 247:23 341:20	execute 146:11	expensive 206:17 223:23 247:17 254:20 255:2 334:8	extraordinary 357:11
entitled 6:24 7:6	especially 36:5 58:15 109:16 122:6 124:2 177:19 185:10 215:15, 24 218:10 221:22 236:12 247:17 250:6 253:17 264:21 279:20 299:2 318:15 330:8, 17 335:17 343:10 360:20	evidence 147:14 238:23 269:24 377:1	Executive 87:9 146:2 322:6	extract 147:2	extraordinary 357:11
	essence 280:19	evidence-based 120:12	exhibit 318:19 41:19	experience 51:4, 17 86:15 213:15, 19, 20 229:14 233:1	extreme 121:11 244:2 371:20
	essential 111:8 166:11 303:21		exist 274:16	experienced 173:5 297:1	extremely 43:15 47:23 79:3 173:5 227:17 236:2
			existence 77:10	experiences 364:3	eye 162:4 316:1
			existing 138:9 148:23 150:14 163:6, 22 167:6 183:17 185:25 227:12 261:20 300:15 311:12	experiencing 51:5 215:24 224:24	eyes 36:17 58:20, 24 111:17, 18
			exit 223:10 355:24	expert 117:23	< F >
			exiting 243:14	expertise 71:11 158:17 191:6	face 209:6 313:3, 17 331:15
			expand 15:4 16:18 161:18 182:3 210:24	experts 38:5 117:8, 12, 14 122:1, 21	Facebook 23:17 38:1

faced 98:13 294:14 368:1	261:22 276:14 278:19 283:9	71:23, 24 80:1, 8, 13, 14 81:1, 2, 9 82:16, 23	finances 354:18	fires 194:10 250:12 264:9, 14 278:15, 16	five-minute 30:3 31:14 32:15, 16
facilitate 148:4	296:25 310:11	83:7, 10, 18, 23	Financial 8:1	firmly 296:3	fix 104:14, 16
facilities 295:1 304:18 337:2, 21 369:4 370:17	311:13 319:14 320:12 331:5 334:14, 16, 17 340:25 344:11	196:20 254:3, 6, 11 255:13, 22 258:19, 21	36:14 37:13, 20 38:6 39:9 84:9 94:23	firms 134:4 202:19	108:7 266:12 306:19
facility 176:5	fashion 222:16	283:4, 8, 21 284:2	95:13 101:17 136:14 294:20 311:19 316:3	First 2:4 9:25 11:19, 23 35:20 43:17	fixed 266:23
facing 34:14 79:20 98:11 209:21 293:24 357:20	256:1	fellow 309:5	financially 101:25	45:21 53:22 57:15 60:18 63:16 67:22 69:7 74:4 79:19 99:6, 25 120:21, 25 124:16 129:8 138:7 145:7, 9 148:8 155:11 156:15 170:11 208:11 233:19 238:16 241:13 242:5, 25 272:13 273:3 282:2 297:3 305:24 308:10 318:22 322:4 332:19	flattening 153:14
fact 33:15 43:19 48:7 117:9 128:12 134:20 153:7 154:10 202:13 205:8 229:17 266:14 278:22	fashions 191:21	felt 34:5 81:4 103:3 105:5, 6 107:17	find 38:20 51:13 52:11, 24 57:15 72:10 74:12 89:13 111:6 156:4 175:7 184:20 206:23 212:21 233:2 242:6, 19 243:19 245:11 248:11 250:10 266:11 268:15, 18 269:5 279:9 282:6, 10 306:9 314:13 339:24 361:3, 6 374:11	57:15 60:18 63:16 67:22 69:7 74:4 79:19 99:6, 25 120:21, 25 124:16 129:8 138:7 145:7, 9 148:8 155:11 156:15 170:11 208:11 233:19 238:16 241:13 242:5, 25 272:13 273:3 282:2 297:3 305:24 308:10 318:22 322:4 332:19	flexibility 294:22
factor 82:1	fast 297:14	FEMA 52:25	fences 193:9	63:16 67:22 69:7 74:4 79:19 99:6, 25 120:21, 25 124:16 129:8 138:7 145:7, 9 148:8 155:11 156:15 170:11 208:11 233:19 238:16 241:13 242:5, 25 272:13 273:3 282:2 297:3 305:24 308:10 318:22 322:4 332:19	flood 25:18 193:2 200:14
factors 326:13	faster 92:21	fencing 153:21	Fernandez 234:23, 25 235:4 237:1	63:16 67:22 69:7 74:4 79:19 99:6, 25 120:21, 25 124:16 129:8 138:7 145:7, 9 148:8 155:11 156:15 170:11 208:11 233:19 238:16 241:13 242:5, 25 272:13 273:3 282:2 297:3 305:24 308:10 318:22 322:4 332:19	flooding 297:10 337:18 340:1, 3, 6, 25 341:1, 3, 4, 8, 11, 19 369:12
failed 341:10	fatal 264:13	fewer 61:10	235:4 237:1	63:16 67:22 69:7 74:4 79:19 99:6, 25 120:21, 25 124:16 129:8 138:7 145:7, 9 148:8 155:11 156:15 170:11 208:11 233:19 238:16 241:13 242:5, 25 272:13 273:3 282:2 297:3 305:24 308:10 318:22 322:4 332:19	floor 240:25 241:13, 15 243:21 282:9
fails 137:24	fault 136:23 139:16	field 118:12 147:16 168:17 180:9 202:9 245:5	fiery 30:20	63:16 67:22 69:7 74:4 79:19 99:6, 25 120:21, 25 124:16 129:8 138:7 145:7, 9 148:8 155:11 156:15 170:11 208:11 233:19 238:16 241:13 242:5, 25 272:13 273:3 282:2 297:3 305:24 308:10 318:22 322:4 332:19	flow 140:13
failure 295:2 305:22	feature 9:13, 17 35:4	files 25:15, 17, 22 26:1	fighting 97:9 229:20 345:18	63:16 67:22 69:7 74:4 79:19 99:6, 25 120:21, 25 124:16 129:8 138:7 145:7, 9 148:8 155:11 156:15 170:11 208:11 233:19 238:16 241:13 242:5, 25 272:13 273:3 282:2 297:3 305:24 308:10 318:22 322:4 332:19	flows 90:16 107:24
failures 295:1	February 200:18 297:5	fill 84:15 85:22 97:2 131:19 156:24 219:14	figure 91:3 102:6 117:13 176:13 253:3 337:7 340:8, 17 372:17	63:16 67:22 69:7 74:4 79:19 99:6, 25 120:21, 25 124:16 129:8 138:7 145:7, 9 148:8 155:11 156:15 170:11 208:11 233:19 238:16 241:13 242:5, 25 272:13 273:3 282:2 297:3 305:24 308:10 318:22 322:4 332:19	fluctuates 219:21
fair 29:20 189:25 233:16 363:23	federal 52:25 198:9 311:11 320:3, 13 321:20, 24 323:22 324:7 325:16 326:1, 24 337:9 339:3 369:10	filled 87:23 88:10, 12, 14 89:21 97:25	figures 319:17	63:16 67:22 69:7 74:4 79:19 99:6, 25 120:21, 25 124:16 129:8 138:7 145:7, 9 148:8 155:11 156:15 170:11 208:11 233:19 238:16 241:13 242:5, 25 272:13 273:3 282:2 297:3 305:24 308:10 318:22 322:4 332:19	fluke 48:23
fairly 186:11 206:10 218:15 229:12 280:12 288:5 344:21	fee 7:11 14:22 24:9 71:19 82:1 151:9 195:8, 9 284:6	filling 85:25 332:10	files 25:15, 17, 22 26:1	63:16 67:22 69:7 74:4 79:19 99:6, 25 120:21, 25 124:16 129:8 138:7 145:7, 9 148:8 155:11 156:15 170:11 208:11 233:19 238:16 241:13 242:5, 25 272:13 273:3 282:2 297:3 305:24 308:10 318:22 322:4 332:19	flyer 38:25
Fairmount 264:11 273:23	feedback 146:15 305:14	filming 39:14	figures 319:17	63:16 67:22 69:7 74:4 79:19 99:6, 25 120:21, 25 124:16 129:8 138:7 145:7, 9 148:8 155:11 156:15 170:11 208:11 233:19 238:16 241:13 242:5, 25 272:13 273:3 282:2 297:3 305:24 308:10 318:22 322:4 332:19	flyers 60:16 61:1, 3, 5
fall 49:23 121:8	feel 14:1 29:25 100:7 103:11 127:8 130:11 139:2 140:10, 18, 25 202:10, 11 231:12 232:24 233:6 256:8, 12 292:5 349:25 352:4 358:25	final 143:23, 25 285:10 355:23	files 25:15, 17, 22 26:1	63:16 67:22 69:7 74:4 79:19 99:6, 25 120:21, 25 124:16 129:8 138:7 145:7, 9 148:8 155:11 156:15 170:11 208:11 233:19 238:16 241:13 242:5, 25 272:13 273:3 282:2 297:3 305:24 308:10 318:22 322:4 332:19	focus 15:5 119:24, 25 186:9 239:1 315:6
falling 193:9	feeding 126:11 129:11 334:9 360:17	final 143:23, 25 285:10 355:23	fill 84:15 85:22 97:2 131:19 156:24 219:14	63:16 67:22 69:7 74:4 79:19 99:6, 25 120:21, 25 124:16 129:8 138:7 145:7, 9 148:8 155:11 156:15 170:11 208:11 233:19 238:16 241:13 242:5, 25 272:13 273:3 282:2 297:3 305:24 308:10 318:22 322:4 332:19	focused 50:12 113:22 122:15 149:19 220:12 329:4, 16 372:11
falls 346:8	feels 233:4 264:21	final 143:23, 25 285:10 355:23	fill 84:15 85:22 97:2 131:19 156:24 219:14	63:16 67:22 69:7 74:4 79:19 99:6, 25 120:21, 25 124:16 129:8 138:7 145:7, 9 148:8 155:11 156:15 170:11 208:11 233:19 238:16 241:13 242:5, 25 272:13 273:3 282:2 297:3 305:24 308:10 318:22 322:4 332:19	focus 15:5 119:24, 25 186:9 239:1 315:6
families 19:5 22:11 23:2 38:17 53:14 56:25 111:15	feels 233:4 264:21	final 143:23, 25 285:10 355:23	fill 84:15 85:22 97:2 131:19 156:24 219:14	63:16 67:22 69:7 74:4 79:19 99:6, 25 120:21, 25 124:16 129:8 138:7 145:7, 9 148:8 155:11 156:15 170:11 208:11 233:19 238:16 241:13 242:5, 25 272:13 273:3 282:2 297:3 305:24 308:10 318:22 322:4 332:19	focused 50:12 113:22 122:15 149:19 220:12 329:4, 16 372:11
family 14:22 15:9 19:17 21:6 53:19 58:12 83:22 266:16 275:18 286:18 288:3 359:22	feels 233:4 264:21	final 143:23, 25 285:10 355:23	fill 84:15 85:22 97:2 131:19 156:24 219:14	63:16 67:22 69:7 74:4 79:19 99:6, 25 120:21, 25 124:16 129:8 138:7 145:7, 9 148:8 155:11 156:15 170:11 208:11 233:19 238:16 241:13 242:5, 25 272:13 273:3 282:2 297:3 305:24 308:10 318:22 322:4 332:19	focus 15:5 119:24, 25 186:9 239:1 315:6
family- sustaining 357:6	feels 233:4 264:21	final 143:23, 25 285:10 355:23	fill 84:15 85:22 97:2 131:19 156:24 219:14	63:16 67:22 69:7 74:4 79:19 99:6, 25 120:21, 25 124:16 129:8 138:7 145:7, 9 148:8 155:11 156:15 170:11 208:11 233:19 238:16 241:13 242:5, 25 272:13 273:3 282:2 297:3 305:24 308:10 318:22 322:4 332:19	focus 15:5 119:24, 25 186:9 239:1 315:6
fantastic 260:8	feels 233:4 264:21	final 143:23, 25 285:10 355:23	fill 84:15 85:22 97:2 131:19 156:24 219:14	63:16 67:22 69:7 74:4 79:19 99:6, 25 120:21, 25 124:16 129:8 138:7 145:7, 9 148:8 155:11 156:15 170:11 208:11 233:19 238:16 241:13 242:5, 25 272:13 273:3 282:2 297:3 305:24 308:10 318:22 322:4 332:19	focus 15:5 119:24, 25 186:9 239:1 315:6
far 28:10 64:1 85:4 116:10 200:18 212:9 232:15 259:12 260:16	feels 233:4 264:21	final 143:23, 25 285:10 355:23	fill 84:15 85:22 97:2 131:19 156:24 219:14	63:16 67:22 69:7 74:4 79:19 99:6, 25 120:21, 25 124:16 129:8 138:7 145:7, 9 148:8 155:11 156:15 170:11 208:11 233:19 238:16 241:13 242:5, 25 272:13 273:3 282:2 297:3 305:24 308:10 318:22 322:4 332:19	focus 15:5 119:24, 25 186:9 239:1 315:6

247:17 248:11	126:14 173:15	225:19, 24	funding 11:6	gathering	11 315:16
249:2 251:14	178:14 187:11	fronts 226:19	12:22 13:1, 6,	238:23	319:16 324:18
252:8 255:4	197:23 225:2	frozen 231:14	7, 9, 11, 12, 17	gatherings	349:5
259:12 278:10,	248:19 263:1	356:6	17:24 23:1	279:19	GILMORE
13 281:1	271:20 291:5	fruit 314:12,	25:4 26:4	gauge 138:7	1:1 3:21
289:10 346:22	314:12 316:2	20	27:1, 5 44:23	GAUTHIER	38:12 42:13
366:2, 9	317:12 331:9,	fruition 173:9	45:10 64:4	1:1 3:16, 17	45:6 166:2
follow 74:19	10 332:1	fruits 314:20	73:9 74:13, 21	215:3, 4, 10	176:23, 24
82:14 116:3	333:8 334:11	frustrate 284:4	75:5 76:2, 11	217:2, 14, 24	179:18 180:11,
137:13 156:2	372:4 374:23	frustrated	79:13 87:10,	218:9, 19, 23	17 182:10
178:18 187:21	forwarded	47:23 73:14	17 88:16, 18	220:6 221:12	183:18 184:7
196:5 216:19	351:20 353:22	241:11	96:22 97:12	222:23 224:7	186:21 191:7
218:24 225:1,	forward-	frustrating	118:22 119:16	239:6	192:21 211:3
16 233:4	looking 8:22	335:24	132:20 133:19	General 11:3	216:15 257:6,
253:8 259:18	forwards 242:8	frustration	137:18 141:15	151:5 152:21	7, 23 258:2, 9
264:8 271:2	fossil 302:15	139:4	151:5, 7	221:23 257:22	259:16 262:2
272:5 312:3,	fought 51:7	fuel 302:15	182:15 258:22	258:5 284:3	290:9, 10, 18
11, 20 327:7	found 2:19	fulfill 67:10	303:20 309:9	Generally	308:10, 13
333:3	108:1 160:14	80:22	311:13, 15	152:19 160:14	312:8 317:6
following 2:8	374:12	fulfilled 67:4	312:13 323:17	181:3 278:13	319:1 321:13,
185:1 196:19	foundation	fulfilling	funds 297:12	287:23 350:24	17 322:10, 22
222:4 226:8,	184:24	150:24	300:4 309:13	generated	323:2, 8 327:8
15 271:20	four 34:11	full 90:24	325:3 331:8,	109:1, 2 283:5	332:13 342:21,
follow-up	46:1 53:21	168:18 170:1	20 337:9	293:17	22 344:22
78:12 142:1, 3	60:19 71:5	216:10 365:25	339:2, 12, 21	generating	348:1 356:22,
224:19 281:14	138:10, 12, 22	366:6	344:12	151:7 230:24	23 362:9
footing 184:23	202:24 217:21	fullest 155:15	Furtek 320:2,	generation	364:22 366:18
force 127:4	218:17 367:16	full-time	5, 10, 11	45:14 72:9	367:3 373:14
216:11 260:3	fraction 347:23	84:20 219:7	further 45:10	83:9 231:22	374:14 376:2
262:8 263:9	frame 183:1	302:11 366:13	47:2, 13 113:4	generational	give 31:14
271:13	203:6	370:5	130:12 148:21	14:7	41:16 42:5
forcing 274:10	framework	fully 63:25	294:17	generations	52:13 61:4
forecast 202:2	137:22 139:5	64:23 66:4	future 124:5	53:14 56:25	63:22 87:1
foregoing	framing	88:2 98:9	161:13 164:14	68:15 71:6	108:11 113:21
377:1, 18	184:24	148:6 178:8	212:19 214:7	72:9 81:15	142:19 145:18
foremost 63:16	frank 156:9	185:19 186:11,	294:24 299:4,	87:15 89:7	147:22 162:19
forever 83:21	267:10	18 275:12	23 302:9	generator	163:18 169:1
forget 169:11	frankly 143:2	377:1	303:19 338:13,	226:2 284:9	172:9 192:25
174:13 350:7	238:7	fun 260:11	22 344:20	gentleman	208:18 216:8
355:25 356:12	fraternity	functioning	FY2023 227:8	159:23	240:21 277:25
357:8	318:10, 12	265:3	FY22 13:4	gentrification	284:19 287:11
forgivable	fraud 95:6	functions	159:3	54:1	292:15 326:3
311:20, 25	free 14:4	283:23	FY23 47:1	Germantown	338:20 354:9
319:24	21:4 46:10	Fund 7:8	85:1 145:2	19:24	364:2 369:22
form 68:16	free-for-all	11:3 52:17, 21	146:10, 21	getting 29:10	given 12:7
159:20 174:15,	264:21	54:19 63:25	148:7, 20	37:10 38:14	80:23 87:24
16	freezing 356:1,	64:23 72:14	185:16 260:14	39:5, 25 56:5	96:24 107:22
formally	4	74:1, 14 77:10	< G >	77:1 79:22	141:9, 18
117:19	frequency	79:17 151:8	gain 80:18, 21	99:12 102:8	157:14 172:15,
former 81:1	373:7	152:9, 22	167:7 338:20	126:8 135:6	16 183:1
199:16 274:1	fresh 111:17,	154:6 257:22	gaining 81:6	155:5 173:15	219:11 237:16
formerly 279:5	18	258:5, 18	gallons 301:7	180:1 181:11	gives 110:13
formula-based	Friday 152:1	259:10 293:16,	314:9 335:13	184:15 185:7	giving 17:2
312:14, 25	220:1 292:3	20 311:17	336:18	186:17 194:18	46:9 60:16
formulate	friend 206:12	319:20 329:11	gamechanger	196:14 213:6	186:16 195:13
90:15	front 26:22	funded 66:4	211:18	246:12 247:8	210:4 297:22
forward 75:8	49:16 108:4	71:13 73:5	gas 247:18	255:14 259:14	318:8
82:8 112:17	143:2 159:15	88:2	269:3 282:4	287:19 290:16	glad 301:2
121:1, 21				292:4, 5 310:6,	

gleaned 223:10	116:19 181:19	292:7 308:8	251:16 252:8	grant 78:8	346:2 347:2
Glen 341:7	182:2 183:7	309:10 310:7,	257:4 289:25	117:22 158:20	Green's 333:4
global 372:16	184:25 232:19	12, 16, 18	308:17 343:7	325:24 326:6,	gross 287:14
go 26:20	257:21 269:19	311:1, 5	370:2, 23	7, 9, 10 329:13	ground 153:15
28:13 33:1, 21	288:4 306:17	314:12, 13, 15,	371:1	granted 131:2	164:25 192:15
35:2 39:1	341:22	16, 19 319:11,	Gordon 10:3,	grants 311:20,	245:4
45:16 49:3, 4	going 2:4	21, 23 321:21	5, 6, 13, 14, 19	24 319:24	grounded
53:17 60:17	14:14, 15, 17	322:15, 17	12:10, 14	320:17 321:3,	371:14, 15
61:5 63:11	15:9 20:24	332:1 335:25	13:15 16:24	23 326:17, 24	372:5
65:19 69:3	24:24 25:2	336:18, 19	17:12, 16, 22	335:18	group 166:15
72:10 74:18,	30:24 31:14	337:18 338:3,	18:12 21:10	grassroots	192:23 194:11
19 87:7 99:23	32:24 33:1, 16	9 339:11, 25	22:8 23:6	114:6	217:20 229:11
100:11, 17, 19	34:25 35:1	343:11 346:14,	24:4, 13, 21	grateful 191:14	239:1 242:23
108:4 109:20	38:23 45:10	15, 16 353:25	25:7 27:3, 13,	grave 233:12	294:7 341:6
113:14 121:19	46:15, 16	354:6, 7, 20, 21,	16, 21, 25 28:8,	great 10:10	346:1 348:7
139:2 156:1,	47:17 51:1	24 355:2, 21,	17, 20, 24 29:6,	94:13, 15	groups 119:24
16 157:20	52:1 53:11, 16,	22 358:25	17 30:5 31:1,	120:18 123:21	139:16 140:10,
168:6, 22	17, 24 54:16	360:18 362:5	7, 12, 25 32:8	126:25 128:23	18, 25 142:4, 8,
169:10 174:23	57:9 60:8, 9,	367:21 369:22,	35:17, 18, 25	145:17 146:20	16 159:18
181:23 185:24	14 72:14 73:2,	23 370:11	37:17 40:19,	160:15 163:24	182:22 194:6
193:24 201:5	7, 19 74:4, 11	371:15, 18	24 41:13	164:23 167:23	227:11 261:8
206:5 208:25	75:14 78:11	gold 299:19	45:19 48:21	179:2 186:22	368:13
209:25 214:23	81:21 83:8	good 2:3 3:10,	49:6, 11, 15, 18	199:9, 11	grow 70:1
220:17 221:8,	99:15 103:17	13, 17, 25 4:1,	50:16 52:5, 16	200:10 203:22	111:10 146:17
25 223:14	104:11, 24	2, 4, 7, 8, 10, 20	55:1, 23 57:12,	209:6 220:16	361:17
235:20 241:4	106:11 107:6	5:1, 4, 9, 11, 15,	21 59:11 60:5	226:6, 14	growing
242:23, 24	108:13 110:16	20, 21, 23 6:3	61:14, 18 63:2,	233:15 238:22	270:22
249:14 251:9	113:19 118:8	10:4, 6, 7, 13,	21 65:18	248:16 250:23	grown 105:7
252:17 253:24	119:14, 21	17 12:16	66:24 68:3, 22	304:14 360:15	growth 48:15
255:8, 11	120:24 125:13	21:16, 18	69:3 71:10	366:16 367:20	77:17
257:17 258:3,	128:1, 6, 20	23:10 35:16,	75:10 76:11	371:7	guess 56:22
7 259:10, 13,	140:3, 4, 5	18 46:23	78:25 80:9	greater 175:16	94:5 105:4
20 261:22	142:1, 24	59:18 63:5	82:8, 11, 25	212:15 249:3	116:24 144:12
267:17 275:15	143:15 153:7	67:2 92:25	83:14, 19	270:12 274:12	159:2 208:12
276:13, 14	154:13, 20	93:3 94:4, 5	86:11 87:6	276:25 363:13	227:15 245:21
279:2, 7 287:9	162:2, 3	97:8 101:7, 15,	88:11 90:10	365:8	268:3 286:15
289:4 297:13	163:21 166:12,	17 102:3	92:14 93:19	greatest 271:5	289:6
322:14 325:3	24 167:20	104:22 110:12	gotten 41:6	360:1	guidance 309:7
331:9, 10	173:14 174:23	111:5 113:8,	171:22 174:1	GREEN 1:1	guide 38:17
332:23 334:11	176:15 182:6	17 115:23, 25	254:20 305:15	3:24, 25 273:3,	42:18 52:13
335:22 337:15	185:15, 16	116:14 120:16	govern 101:24	6, 8, 9 277:4	guidelines
338:6, 7	186:9 192:13	123:15 128:12,	Government	279:14 281:8	48:5 311:22
339:25 342:4	193:24 200:17	24 140:4, 6	10:22 44:5	282:19 300:24	gun 96:3 97:5
346:2, 5	203:1 211:18	141:6 145:1,	52:25 53:1	301:4, 13	137:17, 21, 24
351:10 357:13	212:11, 16	17, 23 154:8	56:23 75:2	313:14, 18	143:3 215:25
359:11 360:23	214:13, 14	159:2 160:5	95:1 110:14	314:5 315:4, 9,	216:5, 7
362:15 364:13	215:12 218:11	164:12, 13	114:8 127:5	20 316:8, 19,	224:25 225:20
366:1 370:13	222:11 231:20	170:7 184:8	169:14 170:6	21 317:25	gunshots
goal 118:21	235:20 237:9,	186:16 190:12	198:9 239:15	318:1 320:6,	114:20
126:20 127:9,	23 240:12	192:9 199:3, 5	309:3 320:13	21, 22 321:16	guy 99:13
10 141:14, 19	242:11 243:1	201:6 208:10	321:21, 24	323:5 325:12	guys 18:9
298:16 302:2	244:1 246:15	211:2 213:13	323:11 357:7	327:4, 6	26:13 152:6
335:16	251:20 255:20	214:23 215:6,	governmental	328:12 329:2	159:19 162:7
goals 116:22	263:12 271:1,	8, 11 225:11	284:3	330:4 331:21	189:21 256:24
270:8 300:7	16 276:1	233:1 234:9,	governments	332:15 333:6,	350:16
God 15:13	280:16, 17, 18,	25 235:2	126:13	13, 22 336:2,	GYM 1:1 4:6,
290:16	19 283:20, 25	237:8 239:10,	graduated	10 343:4, 5, 12	7 225:8, 9, 15
goes 17:8	284:22 286:17	12 245:13, 18,	374:10	344:7, 14	227:4, 14
37:3 107:23	289:18 290:17	20 249:2, 4	grand 49:2		228:4, 20

230:10 232:21 234:12, 18 235:1, 2, 19 238:20 257:13 264:4, 5 267:21 268:2, 14 269:8 272:4, 9, 19	281:11, 12 309:16 340:6 happens 20:7 184:17 195:23 242:19 304:20 306:4 307:5, 25 310:24 happy 11:15 41:20 92:16 97:15 102:17 115:11 129:14 161:12 175:15 176:9 253:22 324:15 340:20 346:17 harassed 29:18, 19 30:1 249:23 hard 51:7 75:15, 20 92:1 108:7 124:1 189:12 227:17, 20 303:14 304:3 357:14 harder 15:10 46:17 77:2 314:13, 19 hardest 373:5, 9 hard-to-access 148:11 hardworking 53:20 hard-working 151:11 Harrisburg 54:23, 25 55:16 101:10 106:24 harsh 288:7 hat 208:18 hate 252:20 haven 113:16 have-nots 48:2 havens 111:13 Hayman 291:18, 21, 24 292:11, 17, 18 304:12 305:9, 23 306:23 307:12, 21 308:17 310:4 314:3 318:4 319:12 321:1, 4, 17 322:19 325:13 328:5 329:22 331:3 334:2, 21 338:5, 23	340:19 341:15 342:2, 16 343:1 344:10 345:11 348:14 349:9 351:6 353:6, 16 354:9 356:15 357:19 358:13 359:20 363:22 364:9, 13, 17 367:2 369:21 374:7 375:18 haywire 259:3 hazard 326:6 HBCUs 100:5 head 68:23 85:8 165:4 166:22 234:22 341:16 heads 117:2 293:2 373:10 health 2:10 7:20 48:10 95:25 119:12 169:12 263:6 303:24 361:21 healthier 110:20 healthy 202:18 270:13 hear 8:24 9:19 33:8 41:20 79:6 110:17 139:22 162:8 167:24 186:13 228:1 271:15 276:8 295:5 364:16 368:11 heard 12:2 46:5 60:1 74:16 112:19 124:23 154:3 169:7 173:21 186:23 223:1, 9 263:2 274:8 284:9 285:23 317:7 348:10 351:3 hearing 2:6, 7 6:4, 6 8:17 9:3, 4 29:10 31:10, 24 32:6, 14 33:17 34:23 41:15 66:8, 19 84:12 120:6 128:3 144:20 145:3 166:25 173:20	175:15 203:23 207:11 230:20 259:19 341:25 hearings 2:13, 16, 19 36:4 84:13 92:17, 21 144:14 190:21 heart 12:2 14:2 125:2, 5, 17, 20, 21 128:20 165:5 hearts 173:24 heart- wrenching 251:4 252:2 heat 347:9 heater 48:22, 25 49:3 60:1 Heather 69:12 heavy 357:14 369:8 HELEN 1:1 hell 249:23 Hello 187:21 291:21 364:11 help 19:6 20:15 21:5 22:11 23:8 45:25 47:2 48:6 72:24 74:8, 11 86:8, 19 87:12 113:1 117:15 122:1 123:3 140:20 143:3 146:17 148:10 150:10 156:24 158:2 189:23 191:13 203:12 205:16 209:2, 3, 5 212:4 213:20 222:11 234:7 237:21 252:5 276:19 284:23 325:25 367:9 374:11 helped 39:20, 23 156:11 297:24 helpful 111:16 116:16 218:25 238:24 245:16, 20 256:16, 24 258:12 259:17 261:9, 14 310:17 324:10 helping 55:25 76:19 86:3	229:15 302:15 368:14 helps 347:3 herculean 311:7 hesitance 267:8 hesitancy 335:21 Hewlett 69:12 Hey 115:14 169:10 243:23 254:24 268:20 273:6 361:1 Hi 235:4 high 43:13 186:25 200:25 201:3 215:24 228:9 231:25 240:16 264:14 288:5 293:11 297:24 298:25 299:8 361:14, 21, 24 higher 163:25 164:1, 2 201:24 212:23 213:10 224:4 247:5, 6 302:24 347:12 364:25 highest 87:2 highly 288:22 high-rise 175:3 highways 56:1 hire 55:12 86:18, 19 87:11 88:20 98:13, 25 131:17 133:24 134:3, 22 140:12 149:13 150:11 171:25 196:24 212:22 216:10 227:2 360:8, 9, 13 363:21 hired 178:23 228:10 hires 227:3 249:12 hiring 86:17 87:21 89:10 98:7, 12, 14 133:21 134:21 135:13 171:18 176:16 202:14 209:17 211:14	222:24 229:25 246:11 historic 11:12 57:6, 19 58:3 59:4 149:8 historical 120:9 Historically 299:2 343:15 345:4, 22 360:23 history 14:5 60:18 103:15 148:25 372:7 hit 98:8 131:16 154:21 200:24 243:2 Hmm 352:15 HOA 20:7 hold 25:10 27:14, 19 92:20 133:6 140:19 226:4, 12, 17 265:24 holders 147:21, 22 holding 92:21 231:3 307:17 holistically 371:1 home 49:13 267:7 275:24 276:1 280:14, 20 286:18, 19 294:7 306:8 350:2, 11, 12, 15, 20 354:18 Homeland 326:9 homeless 53:17 homelessness 289:18 homeowner 53:23 195:25 306:2 307:6 homeowners 20:21, 22 47:22 203:2 307:18 homeowner's 20:3 50:8 307:2 homeownership 43:14 53:2 189:8 homes 14:8 19:19 56:21
---	---	--	--	--	---

250:13 275:18 356:7 honestly 103:11 104:13 347:22 honor 263:22, 23 290:19 317:8 348:10 honored 293:7 hood 52:4 hope 28:11 76:12 161:17 163:23 166:13 205:4 207:23 214:8 224:25 298:23 hopefully 103:15 114:24 153:9 154:10 320:18 329:11 331:24 339:24 341:25 hoping 78:12 90:21 182:4 205:15 horrible 36:8 207:20 264:9 265:5 Horticulture 159:17 host 321:25 329:9, 16 hotel 280:20 hour 2:21 hours 34:11 124:20 220:4 222:21 279:24 304:2 353:8 house 49:16, 25 50:1 51:13, 24 53:4, 18 54:10 57:1 73:1 112:8 194:17 252:4 267:6 276:11 278:16, 23 279:4, 5, 6 305:17 359:21 Household 296:13 households 265:16 houses 23:2 53:15, 25 54:17 56:7, 8 112:6, 7 253:18 275:4, 11, 18, 20 276:2, 22	277:6, 19 278:8 305:22 housing 53:22 112:3 189:5 274:3 hovering 179:15 HR 65:24 85:11 98:24 183:6, 17 230:22 231:8 364:6 HR's 183:21 HUD 112:1, 3 huge 36:22 37:24 42:5 173:4 355:17 hugely 128:16 Human 119:12 184:3 363:6 365:13 hundred 176:16 hundreds 38:4 267:12 hurricane 25:16 hurt 125:7 HVAC 360:3 < I > i.e 155:3 I-95 196:12 idea 61:13 85:15 193:13 255:22 269:22 272:17 353:24 ideal 125:9 181:4, 7 ideally 121:2 ideas 100:22 207:13 274:24 identified 221:1 227:17 240:11 300:11 identify 149:25 150:3 238:16 265:8, 22 326:1 350:7 identifying 95:4 189:13 Ideologically 105:4, 6, 8 ignore 279:13 illegal 165:11, 15 215:21 216:4 220:14	241:1, 25 274:17 illegally 178:3 236:19 image 3:1 imagery 245:19 imagination 361:23 imagine 36:12 171:19 243:16 imaging 90:23 imagining 338:2 immediate 148:4 243:10 immediately 241:21 244:1 immigrant 58:15 158:18 imminently 150:25 impact 47:19 65:15 113:20 117:4 124:5 160:21 280:13, 17, 23 295:10 326:14 344:6 354:6 369:5 impacted 43:5 295:4 357:23 358:6 impactful 366:11 impacts 303:18 337:20 368:15 371:16 372:2 imperative 117:1 299:24 imperfect 136:9 impetus 247:8 implement 223:6 329:6, 14 344:20 implementation 309:7 implemented 138:18 implementing 122:17 297:19 313:12 implicit 128:8 importance 38:7 39:1 96:2 109:17 124:21	important 39:16 43:15 78:3 80:3 89:11, 20 102:6 104:8, 14 114:25 118:4, 19 119:3, 10 124:4 127:23 128:16 139:2 163:16 166:19 236:16 248:6 306:3 310:14 315:7 316:22 331:12 333:17 348:4 359:23 367:11 importantly 159:8 212:20 imposes 147:24 imposing 7:11 Imposition 7:6 improve 7:19 56:7, 20 284:23 298:2 320:8 327:16 328:3 330:24 improved 142:22 301:11 304:6 345:17 Improvement 7:19 146:12 153:4, 12, 15, 18 300:21 329:17, 18 improvements 97:7 146:9 152:25 153:20 297:18 improves 330:2 improving 209:18 328:10 329:4 inappropriate 34:17 inaudible 31:2 81:2 206:19 234:11 274:23 inbox 62:17 incentive 276:24 incentives 316:17 incentivize 100:25 inception 12:24 inclined 267:3	include 38:16, 23 48:23 96:12 149:18 223:12 229:3 311:6 included 71:2 80:14 138:13 includes 150:6 224:18 265:11 including 60:19 95:9 96:8 117:8 121:6 178:22 260:9 262:23 295:11 296:8 300:12 302:22 inclusive 6:16 income 45:25 46:4 48:5 49:8, 24 50:2 296:6, 13 326:15 income-based 22:24 incorporate 146:14 150:13 303:7 370:2, 23 371:1 incorporated 82:5 incorporating 8:4 increase 6:25 7:8 14:20 16:13 25:4, 24 62:6, 16 69:24 74:23 76:2, 11, 20 78:1 96:21 116:8 130:25 131:3, 5, 10 132:2 148:9 157:5 172:7 176:13 182:15 183:20, 25 184:2 244:16 254:8 257:18 258:13 261:10 294:16, 18 295:2, 15, 18 296:1 369:14 increased 81:22 116:13 223:2 247:20 294:16 368:25 371:21 increases 87:12 96:23 131:12 132:6 295:19 354:7	increasing 7:16 223:3 240:7 246:14 301:22 302:23 373:2 incredibe 296:22 incredible 357:5 independently 275:23 Indians 57:17 indicates 227:5 indicating 76:17 indication 130:10 indicator 202:17 individual 51:16 181:12 227:19 285:15 300:11 305:21, 22 306:18 individuals 28:5 31:20, 21 51:11 81:5 88:20 98:3 155:9 233:11 236:18 334:17 362:2 indulgence 129:20 industry 156:7 212:1 229:19 ineligible 320:25 inescapable 137:20 influx 73:12 157:8 184:16 198:12 info 188:4 infor 322:21 inform 349:15, 17 351:10 information 22:18 26:21 40:17 59:23 61:6 68:1 74:6 77:22 85:12 107:7 111:6 118:25 119:2, 6 127:13, 21 136:21 139:9, 12 144:1 147:2 149:2, 9 156:17 158:20
---	---	---	--	---	---

181:3 186:17 187:23 189:16, 22 218:25 223:9 238:22 242:18 245:11 265:22 271:4, 11, 17, 25 288:19, 21 310:11 312:10 313:20 318:17 321:14, 19 322:23 324:14, 18 327:19 344:24 371:10, 13 372:8, 20 infrastructure 54:13 119:19 120:7 140:3 198:8 297:20 300:15 301:5, 14 303:9 305:1 307:20 309:8 310:2, 16 311:4, 12 313:2 315:10, 12, 13, 23 316:9, 19, 21 318:24, 25 324:9 325:7 326:5 328:13 329:7 330:23 333:23 335:19 337:22 344:7, 14 347:2 354:5 370:4 371:11 infrastructures 302:14 370:8 ingrained 252:15 inherit 19:17 inheritance 56:3 72:18 inherited 22:14 initial 58:25 160:21 240:2 351:16 initially 193:25 initiation 13:13 Initiative 11:9 12:5, 6 18:23 45:9, 23 47:8 64:25 72:20 76:3, 6 146:20 323:14 325:2 341:6 initiatives 97:6 146:10	177:9 315:5 319:8 injured 125:22 126:3, 6 injustice 347:8 innovation 146:8 147:10 inperson 312:21 input 61:14 Inquirer 2:18 137:15, 16 inquires 54:9 inquiries 208:24 374:23 insidious 196:25 inspect 175:9, 24 237:25 267:20 276:17 inspected 192:10, 13 265:2 inspecting 174:3, 6, 20 inspection 147:14 148:7, 9 150:10 163:18 164:3 175:10, 25 178:7 179:16 180:16 181:15 184:21, 22 197:15 205:15 210:16 223:15 224:18 244:11, 20 246:25 275:17 277:21, 23, 24 279:23 inspectional 147:9 Inspections 9:23 145:5 146:1, 5 148:13, 16 156:23 169:21 172:7, 9, 13, 14 179:6 180:10 181:6 184:10 191:18 192:11 193:15 194:3, 6 204:15, 24 205:1, 10, 11, 18, 19, 22 211:4 214:9, 13 224:2 228:3 244:17	245:5 264:20 267:9 278:4 inspector 148:1, 10 166:23 167:14 172:21 178:21 179:8 180:6 181:6, 13, 14 184:13 185:25 196:4 197:12 205:5, 12 216:17 227:20 229:10 230:1 244:22 247:9, 23 inspector-level 263:9 inspectors 147:13, 23 148:3 150:11, 21 163:20 164:5, 14 167:12, 19 168:2, 6, 16, 21 170:2, 15, 16 171:25 172:15, 17, 23 176:3, 17 178:23 179:7, 10, 14 180:2, 4, 5, 8, 23 182:9, 16, 22, 25 183:4, 12, 13 184:1, 11 185:7 193:3 194:7, 8 197:6 204:1, 14 205:25 206:18 212:13 215:20 216:11, 17, 20, 23 217:4, 21, 22, 25 218:7, 8, 17, 18 219:3, 7, 9, 11, 13, 18 222:20 223:18 225:18 226:22, 23 227:7, 10 229:2, 11, 18 230:1, 19 231:16 244:5 245:9 246:15, 22 247:15 248:7 256:21 257:19 258:14 259:23 260:3, 9, 13 261:3, 5, 19, 21 262:7 263:19 267:13 276:9	Instagram 23:18 install 349:7 installation 153:20 instance 135:16 294:17 301:25 instances 235:14 351:4 instant 54:10 instilled 127:1 instinctively 114:19 institutions 122:7 instruction 168:5 Instructions 2:14 instrumental 38:13 111:5 insurance 20:3 50:9 251:9 254:4 307:15 integral 103:22 integrate 315:22 integrated 148:6, 12 300:2 Intelligencer 2:18 intelligent 339:19 342:7, 9 intense 219:24 371:23 intensely 304:14 intent 34:8 intention 16:16 67:9 113:17 186:4 intentional 235:15 intentionally 353:19 intents 241:25 interaction 168:5 interest 83:20 163:8 230:25 233:7 254:3 329:12 interested 100:10 112:1 207:10 256:15	interesting 122:10 161:16 318:18 Intergovernme ntal 8:7, 9 41:18 intern 189:6 360:7 363:21 internal 95:11 212:21 223:4 229:23 363:11 internally 213:1 international 308:24 Internet 38:3 59:23 internship 360:10 interruption 17:11 27:10 188:19 interruptions 28:4 intervening 225:21 interview 89:12 interviews 223:10 intimately 142:12 intrical 190:25 introduce 11:8 45:22 76:8 introduced 38:15 introducing 91:16 intrusive 244:17 intuitively 114:19 inundation 371:18 inventory 58:3 invest 346:14 372:3 investigation 206:20 243:4 investigations 68:9 95:19 129:7 206:21 221:3 232:11, 14 233:24 235:6 238:21 investing 299:23 363:9	investment 114:6 120:13 288:6 311:11 318:25 330:23 336:17 337:1 343:17 347:17 investments 51:22 117:4 302:17 328:8 338:20, 22 345:1 346:22 347:14 investors 52:4 invite 60:24 invited 9:1 60:22 invoices 142:10 involved 68:10, 17 142:13 341:7 359:14 involvement 362:3 iPhone 244:20 irregularity 130:11 ISAIAH 1:1 30:9 issuance 148:5 issue 20:4, 5 42:14, 20 43:17 45:12 51:14 52:10 70:24 72:19 75:7 77:12 80:8 81:10 89:17 106:10 107:10 112:14, 20 114:7 116:10 121:12 126:5 128:14 143:4 155:8 173:24 174:11 178:16 196:6 203:7 221:1 229:22 230:12 231:9 232:17 249:5 259:20 274:2, 20 277:8, 12, 14 280:2, 24 289:2 308:2 311:18 319:19 331:4 334:14, 16 336:22 340:24 341:5 358:9 373:20 issued 12:22 95:18 147:20 170:24 171:4
--	--	--	--	--	---

173:8 232:15 234:14 235:6 267:24 269:20 issues 25:5 26:16 34:13 36:5, 24 43:14 47:7 48:10 64:7, 25 65:10 77:6 79:11, 20 82:9 96:1 108:2, 7 109:17 110:25 123:24 124:4, 22 125:21, 25 132:3 166:6 171:1 189:5 196:16 203:24 204:4 208:22 209:6, 20 216:12 224:23 225:1 232:11 250:7 262:10, 21, 25 270:15 271:10 273:19 277:6, 7 281:16, 25 295:5 308:24 313:6 317:23 325:5 335:8 343:18 347:24 368:1 371:24 items 7:12 24:10, 14, 15 93:12 its 95:2, 3 108:5 113:14 146:11, 17 150:7, 9 206:19 221:18 231:13 283:22 284:1 298:15 300:7, 25 < J > jail 72:11 JAMIE 1:1 January 8:11 188:16 200:17 374:10 Jerry 364:5, 14 Jim 18:21 41:24 71:23 318:12 job 42:7 71:16 72:16 87:20 100:16, 22 125:7 128:12 168:9 169:1 172:24	173:6 184:11 198:19 199:9 200:10 207:25 211:19, 21 212:2 213:11 227:21 230:21 237:21 247:20 248:4, 14 299:21 359:2, 16 362:24 363:18 364:1, 19 jobs 53:21 87:22 191:1 228:12 319:1 JOHNSON 1:1 4:13 Johnson's 330:10 join 127:4 198:18 199:8 364:6 joined 146:1 Joining 10:21 JONES 1:1 4:16 14:24 27:12 41:6 46:3 50:19, 21, 22 52:6 54:20 55:14 57:3, 13 59:8 60:23 80:4 110:4, 5, 10 111:25 113:7, 12 114:4, 17 115:14 116:3, 20 190:15, 16, 20 194:1, 14 196:8 197:21 222:7 279:15 304:11 305:11 306:14 307:14 308:8 313:4 317:21 320:20, 23 321:2 322:20, 25 323:7 327:2, 21 332:1, 2, 6, 12, 18, 20 348:20, 21 350:13 352:13, 16, 21 353:14, 18 355:23 356:17 357:2 364:12 JR 1:1 July 297:3 jump 215:12	323:9 jumped 16:22 June 96:14 127:11 189:20 312:22 jurisdiction 31:19 jurisdictions 244:12 justice 110:24 111:8 343:10 344:1 359:15 362:4 Justice40 323:14 325:2 < K > Karima 61:19, 20, 21, 24 62:3 68:5 69:4 76:9 Kate 189:6 KATHERINE 1:1 42:13 45:6 308:9 332:13 Kathy 38:12 kayak 334:17 kayaking 327:24 keenly 192:1 keep 77:6 115:11 120:6 144:13 162:4 189:17 198:20 202:22 214:1 289:25 302:5 304:3 316:1 360:18 Kellen 99:7, 12, 15, 22 115:14 KENDRA 1:1 Kensington 161:6 264:10, 16 KENYATTA 1:1 key 146:9, 20 173:12 212:18 213:24 222:6 300:12 317:5 338:5, 6 kids 72:11 359:3, 9 360:25 kind 13:3 17:1 52:10 90:15 91:6	108:23 111:18 112:7 113:14, 16, 21 115:5 116:21 172:20 197:1, 23 237:15, 16, 21 256:14 269:17 279:18 281:9 282:17 288:7, 10 306:20 307:19 330:18 346:7 353:4 373:5, 9 kinds 37:11 52:2, 8 117:3 161:10 327:25 366:17 Kingstown 361:20 know 11:25 13:16, 19 15:20 18:14 20:23 24:14 29:11, 23 33:2, 12, 19 34:20 35:6 36:13 37:8, 10, 13 42:20 45:24 46:5 48:25 49:6 52:18, 20 53:23 54:6, 22 56:1, 2 59:1, 2, 3 60:3, 10, 25 61:22 62:12, 22 72:6 73:1 75:12, 13, 16 78:2 79:1, 12, 15 80:4 83:16, 22 84:9 92:16, 24 93:12 98:23 99:3, 16 101:8, 15, 19 102:14 104:25 105:2, 16 106:8, 12 107:4, 23 114:11 116:13 117:3 118:10 122:7 124:23 127:2 129:24 134:13 135:10 138:21 140:15 143:13, 14 159:7 160:3 161:8 162:25 166:17 167:24 169:25 173:23 177:21 178:5, 25 181:18, 20	182:18 184:8 186:14, 15 187:24 188:16 189:4 191:4 192:8 194:21 195:7, 11 196:5 198:2, 14, 17 200:13 202:9 206:6, 8 207:9 209:21 212:13 214:2 219:22 223:21 225:18 226:7, 19 229:10 231:23 232:4, 13 233:2 235:23 236:19 238:25 239:10, 12, 15, 19 242:10, 11, 19 243:3 245:3 246:12 248:9 249:22 250:20 251:8, 18, 22 252:9, 11 254:3, 4, 13 255:17 256:6 258:15, 17 259:21 262:20 264:10, 23 265:19 266:19 267:13, 22, 23 269:20 271:14 273:12, 14 274:2, 15 276:8 279:14 281:16, 19 282:15 288:1, 17 295:8 300:25 309:12, 25 310:1 313:13, 14, 16 315:21 317:22 318:6, 11 319:5 322:3, 5, 9 330:7, 9 332:18 335:8 341:7, 12 343:4 345:3 346:12 350:21 351:8 353:23 357:21 362:13, 15 367:20 369:13 373:21, 25 knowing 44:17 177:6 372:2, 3	knowledge 36:21, 25 85:19 167:7 212:2 213:16 known 77:13 272:15 318:25 knows 211:3 228:22 < L > L&I 144:16 145:10 146:10, 16 147:13, 23 148:17, 19 149:7, 13 150:7, 11, 12, 20 151:2, 12, 23 158:10, 24 159:4, 10 160:12, 20 163:2, 3, 6, 20 166:6 171:11 174:4, 8 176:3, 16 177:6 181:22 183:21 188:5 191:3 199:11 205:25 206:17 208:15, 20 209:5, 8, 12 212:13, 23 213:14 215:19 216:16 217:4, 25 221:4 224:18 230:6 239:23 241:18, 19 246:15 248:7 253:23 254:10 256:10, 17 257:14, 15, 21 258:7 260:1 263:16 265:2 268:7 273:14 275:13 276:6 279:22 280:1 281:2 283:5 284:8 289:14 L&I's 160:7 174:2, 6, 19 212:19 216:2 labor 84:13, 17 90:1 295:19, 20 LaBuda 292:25 325:18, 21 354:11 lack 36:25 37:21 62:13 76:22, 24
--	---	--	---	--	--

108:2 111:8 113:8 138:1 139:5 171:15 349:6 350:6, 9 lacked 343:16 lacking 91:14, 18 ladder 359:2 ladders 149:24 laid 64:12, 16, 19 65:7, 12, 14, 16, 25 78:14 Lambert 159:24 landlord 189:9 landlords 187:24 188:1 189:13 222:1 269:11 Lane 311:7 355:15 language 138:13 155:8, 11, 12 158:4, 9 languages 158:13 lap 344:2 lapse 353:4 laptops 230:8 large 156:7 175:20 180:19 185:13 213:24 218:15 267:11 280:12 286:6 334:8 355:21 356:5 358:18 largely 168:23 247:8 248:6 larger 158:23 210:16, 19 211:20 213:9 214:17 261:1 Las 259:1 lasting 213:19 lastly 150:23 368:11 373:23 late 238:9 lately 250:8 lateral 306:1, 2, 13 307:1, 4, 5, 7, 24 308:3 laterals 305:16, 19, 21 latest 336:15 launched 156:21 163:11 law 31:4 59:5 95:20 129:3 130:3, 8	165:25 168:25 176:5 226:8, 15 233:22 240:13 297:16 lawyer 43:20 86:23 284:6 lawyers 52:18 75:18 81:24 lay 259:6 layers 68:14 71:5 72:6, 12, 13 173:19 layoffs 64:21 lead 306:1, 7, 8 337:12, 14 Leader 177:5 178:20 208:14 301:13 308:24 369:25 leadership 95:7 107:4 108:24 127:7 149:20 231:5 324:13 leaderships 88:15 leading 52:9 61:25 305:16 leaflet 21:1 38:23, 24 leaflets 60:8 league 99:18 281:21 322:7 327:12 leaks 297:23 learn 140:6 187:23 learned 306:4 318:9 320:12 Leatherman 364:5, 11, 15 365:10 367:1 leave 125:17 126:2, 4 155:15 172:16 223:14 332:10 leaving 170:8 185:2 led 137:19 233:19 ledger 114:25 leeway 325:10 375:1 left 57:5 199:16 223:11 343:3 357:2 Legacy 11:13 90:19 119:25 120:9 121:7	Legal 2:18 10:25 11:9 19:15 21:5, 7 22:23 46:8, 10 47:6 64:23 68:16, 17 69:11, 16, 25 70:4 71:11, 13 72:24 73:21, 23, 25 75:16, 18 76:23 77:3, 5 78:1, 4 79:12, 14, 17 86:8, 15 189:6 237:25 275:8 legalize 275:15 276:7 277:2 278:5 legally 22:15 legislation 38:16 42:18 59:5 101:9, 13, 18 103:8 104:20 105:9 165:6 166:16 189:14 274:24 281:15 282:12 legislative 40:4 253:11 legislature 108:6 legitimate 241:12 274:11 282:10 284:5 Lenape 57:17 lengthy 98:23 lens 316:20 Leonard 18:21 41:24 71:24 lessen 52:22 lessened 53:1 lets 236:17 letter 17:6 117:19 118:8 137:18 268:22 269:19 330:18 331:1 letters 351:9, 21 letting 60:10 350:1 level 12:8 78:5, 6 82:20 87:2, 25 109:3 114:20 130:1 131:22, 23 136:10 142:11 150:6 159:9	200:20 201:23 202:11 206:4 212:23 213:11 220:8 221:14 222:2 228:9 229:9 232:9, 10 240:16 251:24 258:25 259:13 275:24 279:10 281:16, 24 282:14 288:2, 4 299:21 326:2 368:24 371:17, 19 372:12, 25 375:16 levels 81:14 164:1, 2 196:4 215:25 224:25 231:14 295:17 347:13 leverage 226:4, 12 liable 228:25 license 146:13 147:21, 22 148:7, 23 157:23 221:5, 6 235:6, 7 258:19 266:6 267:12, 24 277:22, 25 284:2 285:15 286:6, 12 288:13 licensed 49:20 206:22 241:1, 2 265:18, 20 268:9 276:16 285:3 286:1, 10 287:10, 25 288:25 Licenses 9:23 72:20 145:4, 25 146:4 188:6 201:19 259:9 267:14 272:15 285:2, 15 286:9 288:3 licensing 260:20 284:14 lieutenant 166:4 Life 7:18, 22 114:8 152:4 165:9 193:6 252:3 265:5 301:21 304:6	355:7, 11 364:3 375:14 lift 272:17 lifting 60:6 357:14 light 79:11 167:1 lighter 186:5 lights 255:17 lightweight 165:10 liked 13:11 likelihood 153:10 limitation 249:12 limitations 155:20 limited 29:3 33:20, 22 264:19 279:22 280:11 300:3 331:7, 20 339:1, 12, 21 limits 255:11 Lincoln 361:21 line 24:24 30:10 67:22 143:2 208:13 213:21 298:7 303:1 306:6, 10, 21 338:24 342:5 linear 301:15 lined 103:7 lines 222:18 225:19, 24 244:21 268:23 LinkedIn 23:18 Liquor 242:8 Lisa 165:7 208:19 209:7 215:16 262:17 list 162:10, 19 219:8, 12, 16, 20, 21 272:14 349:19, 24 352:1, 2 366:25 listed 97:22 listen 45:17, 24 174:24 210:1 242:13 252:10 289:25 335:9 listened 304:13 listening 16:4 34:19 36:3, 4	43:3 49:3 171:6 listing 366:22 literacy 36:14 37:13, 21 38:6 39:9 literally 42:2 148:15 176:12 little 11:5 17:3 18:1 31:1 48:3 80:5 105:5 123:17 135:3 168:22 179:25 185:17 196:9 203:3 204:24 206:1 211:22 220:24 222:1 228:14 233:4 248:24 288:20 306:20 316:20 317:3 320:2 333:3, 9, 11 335:23 346:4 350:23 369:24 live 20:5, 10 38:1 53:24 83:8 97:13 252:3 280:15 351:2 lived 50:4 lives 207:19 264:24 266:8 304:7 living 15:16 53:3 56:22 57:1 247:6 274:6 280:21 LLC 188:2, 4 load 188:23 329:1 loaders 159:16 loan 319:24 loan-only 320:16 loans 311:20, 21, 25 312:1 319:22 321:3, 11 lobby 312:5 319:23 local 100:5 103:6 169:14 309:3 316:11 323:10 372:19 located 175:2, 24
---	---	--	--	---	--

location 1:1 112:8 188:23 317:4	117:6 130:12 141:8 175:12 181:2 247:2	163:13, 20 173:16 201:19 205:7, 14	M/W/DBE 298:17	manager 213:11 320:11	materials 174:16
locations 148:11 274:15, 17 277:10 279:24 280:4, 6	269:2 288:17 looking 11:24 15:4 62:9 89:24 90:3 91:21 96:8	220:19, 25 222:24 223:17 224:12 242:21 246:9 248:9, 10 249:22 250:1, 4, 7, 24 253:20 255:16 256:20 267:7 273:17 275:19 288:11 309:9 313:17 315:4, 19 316:16, 24 318:16 319:21 322:7, 11 343:5 346:24 347:1 349:4 354:12, 17 358:1 362:13 366:4 371:3	ma'am 31:7 Madam 11:18 41:13 42:8, 11, 24 45:16 47:17 48:19 49:22 50:24 52:13 59:9, 18 84:8 88:6 99:11 115:23 121:25 123:7 129:23 141:23 magic 304:20, 21 339:13 mail 353:22 mailed 287:4, 8 mailings 352:7 main 69:10 296:25 297:2, 7 302:1, 6 305:13, 25 306:12 307:3 313:10 355:5 356:1	managers 192:8 Managing 112:24 346:7 mandate 82:18, 19 106:25 mandated 65:1 mandatory 36:18 manner 30:16 32:3 303:15 map 14:11 150:3 mapping 369:10 Marc 314:23 315:2 328:6 334:3 335:3 338:7 346:3 348:3, 15 369:22 371:3 373:16 March 167:19 178:23 200:18 283:11 Marc's 346:1 marginally 159:7 MARIA 1:1 14:25 Marisa 15:25 17:16 28:11 MARK 1:1 314:5 market 44:18 100:16, 22 192:1 202:17 249:18 marketing 24:1 44:2 98:18 marriage 58:8, 9, 13, 17 72:19 86:6 married 58:14 massive 230:15 336:21, 22 massively 337:21 371:22 Mastbaum 361:13 Master 310:24 329:23 match 287:6 material 185:2	matrix 138:17 matter 136:6 194:21 204:5 230:13 267:6 312:12 345:13 377:1 matters 165:7 Maureen 165:9, 19 max 170:3 182:25 maxes 183:14 Mayor 8:6, 11 237:13, 17 330:18 Mayor's 63:18 96:18 121:8 131:6, 9 296:16 310:10 McDermott 2:22 3:2 6:11 8:15 9:25 93:23 145:7 291:15 McKean 340:3 mean 29:14 36:8 68:5 74:25 77:22 101:16 102:13 108:15 113:7 142:11 174:12 206:14 230:11 244:6 252:25 254:15 262:17 314:7 315:11 328:7 335:7 341:19 350:6, 9 353:14 meaning 186:5 203:13 229:12 277:21 280:15 369:17 means 15:12 72:10 182:23 228:5 244:13 285:25 292:7 377:20 measurable 170:18 measure 72:25 81:5 198:5 203:6 measured 114:9 measures 8:20 152:23 157:18
locked 362:2 Lodging 280:11 logging 147:13 logistics 176:5 long 25:10 37:2 71:1 88:21 105:14 155:17 170:11 171:23 190:21 199:13 234:7 236:3 238:21 276:24 305:2 343:17 366:3 longer 25:13 107:8 168:22 207:24 longstanding 313:2 325:5 long-term 300:7, 20 302:16, 21 357:5 look 56:10 82:2, 8 87:7 90:8 107:19 108:23 110:20, 25 111:19 112:10 113:4, 25 114:12, 22 115:7, 12 129:7 149:3 160:25 174:10 178:14 181:1 187:11 191:4 197:4, 18, 22 205:17 218:4 220:14 225:2 230:11 235:14 236:15 254:8 271:19 274:20 278:14 291:5 320:17 328:8 333:14 334:5 335:2 338:24 341:17 342:12 344:12 345:6 346:1 360:19 374:23 looked 91:2, 24 103:9	125:24, 25 133:4 135:12 158:6, 19 173:15 176:11 180:19 189:25 198:7, 9 203:5 205:2 213:9 218:22 233:7 238:18 239:7 244:24 247:12 248:1, 13, 16 249:9 268:19 269:18 271:1 274:23 286:16 302:13 313:22 314:15, 17 317:11 326:10 328:22 329:7 360:18, 21 362:1 363:25 364:18 373:2, 3 looks 89:24 157:12 186:15 311:25 326:12 341:8 344:17 370:6 lookup 148:24 loop 189:18 lose 54:16 172:4 258:22 losing 72:22 73:11 170:16 195:3 196:18 258:23 267:5 loss 265:5 lost 325:19 lot 34:13 35:6 37:8 39:21 60:12 62:10, 20 69:16, 23 72:7, 14 73:3 79:15 84:15, 24 86:2 99:8 100:17 101:16 102:15 114:5 123:2 140:15 152:4 153:6 154:8, 25 155:9 158:9 159:7 160:7	222:24 223:17 224:12 242:21 246:9 248:9, 10 249:22 250:1, 4, 7, 24 253:20 255:16 256:20 267:7 273:17 275:19 288:11 309:9 313:17 315:4, 19 316:16, 24 318:16 319:21 322:7, 11 343:5 346:24 347:1 349:4 354:12, 17 358:1 362:13 366:4 371:3 lots 159:5, 13 160:3 220:15 244:12 280:17 289:8 loud 241:17 Louis 318:10 Louise 39:18 love 113:4 115:7 245:1 255:3 271:2 326:21 367:4 loved 38:18 low 49:8 79:4 169:3 197:13 296:13 308:1 311:21 312:1 314:11, 19 319:22 329:12 low-cost 321:11 Lower 19:24 200:20 223:16 lower-level 204:12 low-income 53:22 low-staffed 136:7 luckily 54:3 lucky 25:17 lump 354:19 lunch 359:17 Lung 125:2, 5, 17, 21, 22 128:20 < M >	M/W/DBE 298:17 ma'am 31:7 Madam 11:18 41:13 42:8, 11, 24 45:16 47:17 48:19 49:22 50:24 52:13 59:9, 18 84:8 88:6 99:11 115:23 121:25 123:7 129:23 141:23 magic 304:20, 21 339:13 mail 353:22 mailed 287:4, 8 mailings 352:7 main 69:10 296:25 297:2, 7 302:1, 6 305:13, 25 306:12 307:3 313:10 355:5 356:1 mains 301:19, 22 305:15, 18 355:6 maintain 164:6 216:10 maintaining 53:3 123:22 maintenance 92:5 224:14 294:15 295:25 308:5 316:12 major 295:24 345:15 majority 108:8, 10 131:14 163:24 177:4 178:19 185:6 266:15 making 7:13 56:24 104:17 115:1 116:16 136:8, 15 142:13 211:22 212:17 314:1 317:13 330:23 338:19 339:17 345:14 366:17 369:3 manage 317:4 managed 114:9 management 149:23 150:16 315:24	manager 213:11 320:11 managers 192:8 Managing 112:24 346:7 mandate 82:18, 19 106:25 mandated 65:1 mandatory 36:18 manner 30:16 32:3 303:15 map 14:11 150:3 mapping 369:10 Marc 314:23 315:2 328:6 334:3 335:3 338:7 346:3 348:3, 15 369:22 371:3 373:16 March 167:19 178:23 200:18 283:11 Marc's 346:1 marginally 159:7 MARIA 1:1 14:25 Marisa 15:25 17:16 28:11 MARK 1:1 314:5 market 44:18 100:16, 22 192:1 202:17 249:18 marketing 24:1 44:2 98:18 marriage 58:8, 9, 13, 17 72:19 86:6 married 58:14 massive 230:15 336:21, 22 massively 337:21 371:22 Mastbaum 361:13 Master 310:24 329:23 match 287:6 material 185:2	materials 174:16 matrix 138:17 matter 136:6 194:21 204:5 230:13 267:6 312:12 345:13 377:1 matters 165:7 Maureen 165:9, 19 max 170:3 182:25 maxes 183:14 Mayor 8:6, 11 237:13, 17 330:18 Mayor's 63:18 96:18 121:8 131:6, 9 296:16 310:10 McDermott 2:22 3:2 6:11 8:15 9:25 93:23 145:7 291:15 McKean 340:3 mean 29:14 36:8 68:5 74:25 77:22 101:16 102:13 108:15 113:7 142:11 174:12 206:14 230:11 244:6 252:25 254:15 262:17 314:7 315:11 328:7 335:7 341:19 350:6, 9 353:14 meaning 186:5 203:13 229:12 277:21 280:15 369:17 means 15:12 72:10 182:23 228:5 244:13 285:25 292:7 377:20 measurable 170:18 measure 72:25 81:5 198:5 203:6 measured 114:9 measures 8:20 152:23 157:18

mechanism 277:2 278:5	197:12 205:2, 9 206:13, 19	202:23 209:15	44:17 52:21	18 46:23	mute 17:21
media 23:17	212:7 222:8	minimal 70:12	54:22 55:6, 15	59:18 67:2	27:12 45:16
60:13 243:5, 7	223:25 228:14	mining 243:6	63:17 67:16	94:5 123:15	84:5 174:23
median-	229:10 231:21,	minorities	73:3, 5 74:9	238:4, 5 241:5,	210:1 332:7
household	24 234:2	298:20 360:21	90:6, 19	17 279:25	muted 28:3, 5
326:15	238:20 239:6	minute 209:16	106:11 107:22,	292:22	84:3 332:5
mediate 52:8	242:10 244:10	minutes 29:24	23 109:5, 9	mortgage	mutual 148:22
Medical 96:11,	245:8 247:14	32:17, 19	126:15 133:5	202:24	
15	261:7 263:3	33:20	137:21 139:24	mortgages 7:2	< N >
medications	282:8 283:9	mission 94:24	153:6, 8 159:7	move 24:24	name 10:10,
48:9	289:9 296:2	95:4 97:14	161:7 169:11	96:12 113:15	14 21:7 76:9
meet 157:25	301:17 313:5	150:25 300:8	198:8 203:20	121:1, 21	94:10 145:19
173:11 181:25	319:18 326:25	Missy 336:14	245:21 249:6,	143:20 171:23	159:23 292:15,
295:12 303:21	329:23 338:14	mistakes	8 255:14	186:6 207:2	18 325:8
311:23 316:15	340:1	353:17	257:17 258:7	213:1 231:20	named 99:22
317:17 326:16	merchandise	mitigate	265:17 289:3	247:22, 24, 25	names 54:18
338:11 340:16,	165:17	297:24 333:21,	310:7 319:19	250:11 316:1	165:4 353:2
20, 24 342:4	message 24:16	24 354:7	320:3, 12	349:24 359:2	nation 305:6
meeting 2:11	38:14	mitigated	325:16 329:12,	363:12 365:7	National
9:2, 7 166:15	met 64:10	102:12	13 331:15	366:14	299:14, 21
231:18 310:9	301:3 314:11	mitigation	337:7, 14	moved 250:14	322:6 327:12
312:21 340:2,	Meter 297:20	326:6 373:12	339:3, 14	268:25 282:6	natural 188:15
14, 21 341:23	298:6 350:10	mix 274:22	344:18 347:12,	moves 173:1	naturally
342:11 348:6	351:17 352:11,	372:9	23 354:5, 13,	270:1	358:20
meetings	25	Mm-hmm	23	movies 44:11	nature 159:5
142:3 159:25	meters 349:3, 7	57:12 105:22	money's	moving 75:8	190:21 244:17
242:16 353:9	metric 193:17	111:24 113:11,	319:14, 15	103:9 126:14	364:4
368:12	metrics 269:3	24 114:16	monies 310:12	163:5 195:22	near 12:1
Melissa	MHI 326:20	Mm-mm	344:11	248:18 249:3	157:15 173:23
292:25 325:14,	mic 17:13, 17	83:19 112:19	monitor 95:16	263:1 317:12	214:7 302:21
21	308:9 332:3	mobile 147:11,	monoxide 49:1	333:8 372:4	355:11
Melvin 166:12,	Microsoft	12 148:3	month 60:10	MSB 154:21,	nearly 301:4
13	2:12 9:14	244:7 245:9	69:1 146:19	22 255:17	necessarily
Member	375:24	model 120:12	171:1 285:9	multi-billion	110:15 139:24
191:7 273:3	Microsoft®	modeling	307:25	329:3	155:2 192:25
308:11 317:22,	1:1	302:20 370:10	monthly	multi-family	193:23 214:3
25 320:20, 21	middle 45:25	models 372:16	146:14 203:1	149:4 286:23	222:3 241:9
323:1, 10	46:4 279:12	modern 90:24	308:2	multi-million	268:7
327:4 332:15,	midst 173:17	modernizations	months 88:25	331:11	necessary 81:3
21	Mike 166:14	95:6	96:6 116:17	Multiple	97:12 163:16
Members 2:24	319:5	Modesto	117:10 122:11	68:14, 15	176:7 205:22
9:10, 14 10:18	mileage 247:19	32:19, 23	162:1 168:4,	81:14 158:21	211:1 216:10
31:17 94:14	miles 302:2	144:21	11, 13, 18	216:24 285:16	254:5 299:22
97:4 108:10	milestone	modifications	190:1, 3	multi-task	309:23 317:12
143:10 145:24	313:16	315:15	202:24 235:9,	190:22	necessity
146:2 152:5	milestones	molecules	11 301:18	multi-year	351:10
165:2 292:20	301:1 314:8	356:5	morale 128:14	13:9, 11 102:2	need 13:23
296:19 309:5	million 11:5	moment	moratoriums	mundane	15:17 17:3, 19
346:19 356:14	55:2, 4 96:20	125:12 208:17	51:9	224:2	24:19 25:14,
368:10 375:7	137:21 140:8	294:2 320:18	morning 2:3	municipal	21 30:12
memo 209:11	151:4, 6	moments	3:10, 14, 18	163:5 281:21	32:17 44:1
memory 70:16	283:10, 12	148:15	4:1, 2, 5, 8, 9,	municipalities	48:6 49:8
men 359:17	298:19 323:25	Monday	11, 21 5:2, 5, 9,	254:7 325:4	57:8 58:12
mention 347:6	millions 55:7	166:25 196:6	10, 12, 16, 21,	municipality	64:19 68:14
373:24	287:17	money 15:12,	22, 24 6:3	196:17 278:3	71:6, 7, 11
mentioned	mind 104:5	14, 18 16:10	9:19 10:5, 6, 7,	283:21, 24	72:2, 3, 13
58:4 163:17	135:5 193:1	25:14, 21 26:5,	13, 17 12:16	284:1	73:5, 12, 16, 17,
170:21 192:20		15, 19 27:8	21:17, 18	Museum 57:15	25 74:5 75:3
		28:12 36:6	23:10 35:16,	music 241:17	80:18 82:3

86:6 93:13	129:2 130:12	187:3 196:11	Northeast	182:15 185:13	264:10 270:19
101:23 103:4	158:24 196:15	198:7 200:19	19:24 299:18	188:9 191:21	332:21
108:4, 8, 9	230:21 234:11	229:21 247:3,	361:13	201:12, 13	occupancy
110:25 111:16	270:22, 23	4 249:12	Nos 6:8	202:3 205:18	271:9 274:14
113:21, 24	273:15 278:22	265:23 269:18	Notary 377:12	207:3 208:21	282:3
117:5 119:24	310:19 316:15	274:9 278:17	notating	216:16, 18, 20,	occupant
126:15, 17	339:7 345:17	279:18 295:12	186:25	21 218:6, 7	222:14 266:25
131:18 134:5,	354:8	302:8 335:9	note 2:20	223:19 225:16,	occupants
16 136:17	needy 321:8	349:3, 7 361:6	9:12 67:13	17 226:20	221:10 243:11
138:23 141:8	neglected	375:16	177:19 216:22	230:18 231:9	266:20, 21
154:2 156:12	87:15 89:7, 17	newest 374:23	248:7 299:11	232:5, 17, 18	279:11
158:10 160:17	negotiating	News 2:17	noted 43:4	233:5 234:21	occupation
166:7 167:1	143:23 337:25	110:17 295:6	313:6 377:1	235:18, 24	364:20
168:24 169:7	Neighbor	newspaper	notes 148:13	257:19 258:13	occur 37:4
171:7 174:4, 8,	250:21	129:12 138:25	377:1	259:21, 22	202:6
21 178:25	neighborhood	nice 167:24	notice 147:18	262:15 264:19	occurred
182:6 183:5,	7:21 14:10, 11	255:24	232:9 266:12	265:7 267:15	174:13 273:24
20 192:15	45:9 57:1	nickel 48:4	noticed 249:25	269:3, 25	occurring
193:19 213:4	198:4 214:11	night 177:23	notices 147:15,	271:9 273:12	52:3 369:12
216:8 222:16	239:21, 23	194:20 195:21	19	274:5 285:5, 7,	o'clock 238:4,
224:21, 22	242:12 297:8	196:2, 20, 24	notification	10, 23 286:14	5 241:5, 16
229:14 230:18	356:8	210:21 220:1,	17:7 54:11	305:13 309:22	October
231:10, 19	neighborhood-	2 238:9	350:17	312:14, 23	199:17, 20, 22
235:22 239:25	focused 214:11	240:24 241:20	notifications	317:19 327:22	OEO 23:13
252:11 261:23	neighborhoods	260:11 356:4	20:16	336:15 345:14,	offender
263:18 270:7,	7:17 14:9	nightclub	notify 72:11	16 351:8	233:14
12, 17, 20, 21	52:15 197:25	221:17	73:10 353:19	353:13 357:22	offenders
271:17 275:5,	236:21 240:18	nightclubs	November	358:18 359:23	233:11 236:13
6 276:14	297:2 301:6	220:15 221:22	66:7 97:24	366:9	252:7
280:16 295:11	331:14	279:20	novice 173:5	numbers 23:9	offer 2:15
309:23 311:3,	neighbors	nightlife	nuclear 176:15	25:25 70:1	50:10 115:9
12 313:23, 25	193:6 194:22	209:24	Nuisance	157:14 161:24	offered 47:21
314:20, 21, 22	240:6 242:10	nighttime	165:21, 24	169:2 171:6	offering 23:21
315:5 317:2	245:6 252:24	210:8, 25	166:7 178:2,	175:20 267:10	24:3
327:9 331:15	275:10	211:10 222:21	16 194:11, 12	nutrient	offhand 232:14
337:1, 3, 4, 18	nervous 54:15	nine 218:16	210:13 219:1,	338:14, 15	office 18:15,
343:22 344:25	net 16:13	nitty-gritty	5, 16, 25 220:9,	nutrients	16, 18, 24
345:6, 20	neutral 289:3	143:22	18, 25 221:7,	338:18	23:14 41:25
346:8, 9	never 44:12	Nodding 24:4	15, 23 222:12	< O >	54:22 60:11
347:20 354:15	45:3 56:1	noncriminal	242:23 260:2,	objectives	63:18, 20
355:3, 12, 21	72:14 109:4, 6	238:2	4, 15, 25 261:4	338:11 347:21	64:11, 13, 16
360:1, 19	162:16 170:6	nonexpertise	262:1, 8, 9	obligated	66:9, 15, 22
367:18 371:10	174:13 192:6,	86:9	nuisances	80:15	69:15 74:2, 4,
372:3	9 209:1	nonpredictabilit	220:12 221:21	obligation	8 80:13 82:19
need-based	355:25 356:11	y 192:12	224:6	67:11 226:17	87:13 88:15,
271:10	357:8	nonprofit	number 7:17	295:17 359:5	19 89:6, 18
needed 24:10,	new 64:20	68:13	61:10 64:18	obligations	94:18 95:3, 7,
14, 15, 16	75:12 77:12	nonprofits	65:11, 21, 24	66:12 67:4	15, 22 96:6, 10,
35:24 68:10	90:15, 16	68:8	67:24 68:20,	80:23	11, 21 97:2, 3,
78:2 101:1	91:25 92:2	nontraditional	25 74:24	obstructory	12 99:25
107:18 126:18,	107:4 108:24	211:24	78:13 79:22	255:7	103:24 106:2
23 147:6	119:14, 24	normal 184:22	82:6 106:18	obtain 314:11	107:14 108:12
157:1 220:4	138:2 141:22	197:14	116:4, 9	obviously	109:15 110:12
262:7 293:3	146:21 147:11,	normally	122:25 124:7	103:23 108:21	111:4, 18
297:12 300:17	19 148:22	231:8 249:2	162:1 163:7	118:18 160:13	112:23, 24
351:13 352:5	151:8 163:15	North 19:23	167:9 171:9	173:17 201:22	113:6, 13
needs 13:20	169:8 170:23	39:22 196:13	175:13 179:14,	235:12 246:9	115:12 116:14
31:4 102:9	171:9 178:22		24 180:1		117:20 119:23
115:6 120:21	180:20 182:8		181:4, 19		120:21 121:13,

14, 16 124:17 125:13 131:2 132:12 133:15 134:6 135:12 136:18 138:4 158:18 162:11 176:4 189:4, 18 209:12 249:23 250:4, 17 251:7, 14 252:6, 18 262:16 273:17 275:9 296:16 310:10 344:3 361:10 363:6 365:13 368:10, 20 373:17 374:22 officer 166:8 368:22 officers 125:6 128:11 offices 18:15 38:8 39:3 40:9 45:21 74:3 242:9, 17 310:9 office's 45:11 94:24 125:23 official 283:23 officials 73:15 274:1 offline 113:5 offload 204:13 offset 203:12 offsite 154:23 265:11 offstreet 317:2 OH 1:1 4:22 11:20 48:6 74:6 127:17 134:23 237:5, 6 240:20 242:3 244:4 245:22 282:8 290:15 350:6 370:20 OHR 360:8 362:23 OIT 90:15 230:6 Okay 16:7 18:4 23:4 27:21, 25 28:8 29:18 31:12 33:11 40:10, 19 41:3 47:11 60:5 61:8 72:2 81:18	83:12, 25 85:18 86:10 89:2 91:20 92:7 93:2 103:20 104:10 105:12 106:7 108:20 109:13, 23 115:11 122:1, 2 124:11 133:10 134:16, 19 136:20, 25 153:23 154:8 159:2 164:16 167:16 168:19 172:11, 18 180:12, 18 182:11 184:8 186:22 189:3 190:5, 12 202:22 207:7 217:24 218:23 221:12 222:23 224:7 227:14 257:4 258:10 259:17 262:3 263:20 268:2 272:20 273:6 285:12, 24 286:8 290:16 291:1, 14 305:23 306:23 310:4 312:9 317:18 321:1 322:19 328:5 331:3 332:20 352:1, 21 358:13, 18 366:19 367:4 370:11 374:15 old 155:2 169:14 251:24 305:17 306:19 307:6 older 48:8 49:12 149:11 306:21 onboarded 229:13 onboarding 168:12 once 19:7 55:14 67:9 80:21 164:7 176:1 242:19 299:20 327:19 348:24 365:4 366:12	O'NEILL 1:1 4:19, 20 15:3 one-off 303:3 370:19 ones 38:18 83:4 164:14 185:21 186:2 252:16 254:16 266:18 267:2 289:5, 11 338:12 363:16 364:24 one's 191:20 one-time 16:10 24:9 142:24 one-year 12:22, 25 13:6, 7, 12 ongoing 295:8 297:19 345:25 355:19 online 146:17, 22 148:14 156:6, 8, 21 157:10, 21 175:6 onset 18:22 onstreet 106:22 on-street 106:3 108:14 on-time 96:3 open 20:24 55:9 57:25 88:22 100:22 101:3 102:13 109:15 160:10 161:22 205:3 276:16 279:9, 24 366:23 374:5 OpenDataPhilly 148:20 188:7 opened 55:10 opening 211:19 244:10 280:5 opens 241:14 operate 268:4 297:12 303:14 Operating 6:20 8:19 11:2 92:1 94:19 96:19 146:5 195:2 236:19 238:1 241:13 275:23	283:11 293:6, 19, 21 295:23 operation 90:17, 25 95:1 108:14 162:14 operationally 303:16 operations 91:7 107:22 110:14 134:6 158:19 292:25 294:15, 21 296:24 298:3 307:1 opinion 89:22 200:11 202:2, 3 220:7 opioid 128:17 opportunities 202:19 223:4 248:18 309:19 312:24 314:14 321:25 323:23 324:5, 8, 23 325:24 326:1, 10 359:25 363:10 366:15 367:25 368:3 373:25 opportunity 22:9 43:6 80:24 151:14 210:4 226:4, 9, 11, 16 275:7 276:6 293:4 315:1 323:25 335:17 346:24 347:1 365:6 366:24 opposed 106:25 321:3 optimistic 202:20 opting 92:20 option 81:2 176:16 206:13 275:15 350:21 options 90:9 223:17 298:4 order 6:5 9:16 19:16 31:4 87:2 88:6 108:9 168:25 174:9, 22 251:23 275:25 284:23 288:12 295:24 313:12	ordinance 6:14, 17, 19, 22 7:4, 15 8:10 66:11 organizations 119:20, 25 143:1 organized 133:10, 16 166:3 Orphans 10:16, 20 OSHA 192:1 196:16 outcome 141:10 143:23 288:10 outcomes 61:16 76:5 78:8 116:22 131:1 Outlaw 34:10 124:19 outlier 51:25 outline 269:23 outlined 366:8 outreach 11:10 13:14 23:11 44:24 45:3 47:1 59:21 60:3, 17 61:12 62:8, 15 70:12 87:22 100:6 212:15 296:15 346:12 361:18 outside 51:6 132:25 134:3, 25 149:13 170:10 204:7, 16 212:24 284:22 309:15 324:8 326:11, 23 334:6 363:20 outstanding 66:12, 16 67:17 71:4 outyears 102:11 overall 174:11 225:22 226:23, 24 247:1 309:16 overflow 206:4, 5 301:7 315:8 328:20 333:15, 19, 24,	25 334:1 336:19 337:11 overflows 335:12 336:7, 12 overhead 165:19 overland 341:1, 4 overnight 194:20 overseas 58:17 overseeing 171:13 oversight 101:22 102:3 103:5 105:8 overtime 126:3 210:23 219:10, 18, 24 overwhelmed 228:11 overwhelming 248:12 owe 342:8 owes 109:8 owned 22:13 owner 51:23 266:8 277:21 286:23 287:5 306:18 owner/natural 188:4 owners 147:21 243:5 253:9 273:25 274:9, 11 277:9 ownership 228:23 242:21 271:8 owns 53:19 < P > p.m 376:5 package 309:9 310:3 324:9 325:9 paddle 327:24 Page 12:19 132:18 133:3, 4, 7 paid 73:6 232:18 246:20 257:16 pair 111:17 pamphlets 60:7 pandemic 22:17 55:5
---	--	---	--	--	---

64:14, 17 65:2 78:14 84:25 98:8 131:16 156:11 165:23 279:21 293:25 294:22 357:10 paper 51:24 299:25 paperwork 18:17 29:23 paralegals 73:20 86:14, 19 parameter 321:10 paraphernalia 177:10 178:3, 9 211:4 220:22 260:19 paraphrase 131:25 parity 246:20 249:11 PARKER 1:1 4:25 5:1 15:2 41:5, 8, 9 46:21 47:11, 15 48:22 49:5, 10, 14, 17, 21 164:19, 20 167:16 168:10, 19 169:4, 24 170:20 172:10, 18 173:13 176:18 177:5 208:18 Parker's 177:14 Parking 105:20, 25 106:3, 4, 20, 21 107:10, 15, 20 108:3 193:7, 8 parks 55:25 314:17 318:13 parochial 252:21 part 13:6 17:23 36:11 57:16 69:23 74:2 82:4 98:6 103:22 111:8 113:17 134:6 135:8 152:2 156:7 158:24 190:25 194:2 195:9 200:6, 7 211:4 213:4 217:16	227:25 243:4 246:18 283:22 299:6 319:3 344:4, 13, 21 351:18 359:18 partially 98:8 participants 9:5 participate 161:13, 16 210:11 participates 159:24 participating 158:22 163:9 participation 298:16, 17 particles 306:7 particular 9:18 23:1 60:4 76:3 114:21 135:15, 23 144:17 175:15 222:12 252:12 259:19 266:17 343:22 363:2 366:22, 25 particularly 12:7 42:16 43:11 99:3 108:23 127:25 151:23 152:11 155:1 159:15 162:13 182:16 191:18 222:13 233:10 261:18 318:16 328:15 357:12, 24 374:2 partner 69:10, 11 partnered 18:24 38:11 39:4 71:23 97:4 partnering 225:2 296:16 374:5 partners 66:17 82:3 158:15 316:10 partnership 41:23 68:12 146:23 150:8, 17 213:5 299:10 partnerships 314:16 361:17	parts 206:10 215:23 354:25 party 205:23 206:5 224:1 277:21 pass 83:21 365:24 passed 38:15 65:12, 16 104:9 153:9 189:14 324:14 passing 38:19 path 247:21 pathways 365:17 366:6 367:24 patience 45:18 patiently 140:11 pattern 254:24 patterns 373:3 pay 80:15 81:1 106:12 164:5 165:18 212:10 246:14, 23 247:1, 5, 11 248:2 249:1, 11 259:13 344:6 paying 165:14 170:13 196:19 206:24 287:14 308:1 payments 95:16, 17 pays 249:15 PDI 13:13 14:22 23:16 27:8 45:22 47:6, 10 61:21, 25 62:7 64:23 86:3, 12 PDI-related 47:7 pecking 87:2 88:5 peeling 173:18 peer 168:5 peers 277:5 pen 299:25 penalties 83:5, 20 269:22 penalty 195:10 268:4, 7 Penn 57:10 361:20 Pennsylvania 8:7 91:6	281:20 283:17 322:17 PENNVEST 311:17, 18, 22 320:14, 15 321:22 322:2, 18 326:11, 12, 19 people 14:6, 13 15:16 18:13 19:8, 18 20:1, 17 22:20, 21 24:2 37:1 39:16 40:6, 18 43:18 44:7, 11, 18 47:13 48:1, 5, 12, 16 49:2 50:3 51:18 53:8, 23 54:6, 16 55:13 56:22 61:5 62:8, 9, 11 64:12, 15, 18 65:7, 11, 14, 15, 24 71:18, 19 72:10 73:10 74:11 78:13 80:18, 25 84:15 96:2 98:25 99:2 100:14, 17, 20 110:15 112:7, 21 118:13, 15 122:4 123:2 127:4 154:17, 18 155:13, 17 157:13 163:5 166:20 167:5 169:6 173:4 174:2, 17 185:21 191:6, 13, 17 193:19 195:2 196:14, 25 201:18 204:18 206:20 209:5, 8 212:25 214:14 219:1 220:15 222:15 228:10 230:3, 4 238:8 240:24 241:4, 10 243:18, 20, 22 245:5 246:15 250:10, 14, 18 251:7 254:24 264:12 271:10 274:5 275:21 276:10 278:18 292:6	308:6 318:15 340:23 346:13 349:5, 15, 16 350:15 351:4 352:12, 23 353:23 356:10 358:2, 21 360:9 361:24 362:8, 13 365:1 367:21 368:2 374:9 people's 54:5 percent 65:3, 6, 8, 9 89:25 101:19 117:11 122:23 156:5 157:9 201:10, 14, 15 202:6, 9, 21 224:10, 11, 12, 14 225:23 252:5 287:24 288:1, 25 294:19 298:15, 18 301:10 325:3 328:24 337:24 338:1 355:10 358:16 367:14 perfect 347:11 perfectly 254:16 256:2 performance 95:23 96:15 116:22 117:21 168:18 performed 283:22 period 112:5 179:4 235:9 285:8 298:22 349:25 366:3 periods 372:1 permanent 235:10 permanently 210:15 permissible 233:22 permission 30:6 61:4 Permit 146:22, 25 147:8 149:9 157:24 184:22 185:22, 24 186:3 187:2 195:7, 8 201:11 203:7 232:23 254:11, 18 255:22	258:19 284:2 337:25 permits 147:2, 6 155:5 170:24 171:3, 22 173:8 182:18 195:2 197:16 201:3, 8, 23 202:4 255:1 262:12 295:10 permitted 152:15 268:10 permitting 146:13 165:8 254:3, 6 255:10 260:20 284:13 permutations 321:9 Perri 199:16 persistent 343:18 345:16 person 9:25 44:14 49:20 53:13, 19, 20 89:1 107:7 113:15 157:2 165:13 188:4 252:14 256:6, 7 263:9 266:9 290:22 306:10 351:22 356:2 personal 42:15 318:8 327:20 362:11, 12 personnel 224:19 237:15 238:6 241:19 person's 188:15 perspective 101:12 110:13 159:9 175:19 183:22 224:20 268:8 275:13 276:6 279:23 287:23 288:9 318:23 325:17 335:24 PGW 319:7 phase 144:13 171:24 267:17 phenomenal 172:24 177:24 262:19 318:7 PHILADELPH IA 1:1 3:12,
--	--	--	---	--	---

19 6:24 7:6, 7, 25 8:2 10:16 13:22 14:6 15:22 18:13 19:10, 18 20:1, 12, 18 22:12 34:15 39:23 42:4 44:4 51:10 55:12 56:16 57:17 65:1 91:23 94:22 100:4, 8 116:7 122:3, 12, 16 126:1 137:16 150:9 151:8 152:6 155:10 180:24 189:9 204:6, 10 217:18 218:11 230:16 231:2 250:3 271:7 274:8 275:1 276:4 277:14 282:16 291:9 292:19 293:9 297:6 298:14 301:21 303:2, 13, 25 304:8 305:2 310:20 311:8, 23 313:9 314:6 315:2 317:24 318:13 320:25 323:16 324:24 325:4 327:23 339:6 340:4 354:17 358:14, 21, 22 359:3 361:2, 10 364:21 365:20 368:4 369:25 372:17 373:22 375:15 Philadelphia- based 204:8, 9, 17 Philadelphian 43:2 Philadelphians 20:21 45:15 97:10 117:5 Philadelphia's 48:13 149:11 301:20 Philly 19:23 39:8 42:23 340:11 372:21 Philly-centered 372:15	PHL 269:14 271:4, 22 PHLCouncil.co m 2:20 PHLRentAssist 265:13, 14 phone 147:12 175:5 340:23 phones 230:9 phrase 328:2 PHS 159:16 physical 372:7 physically 60:15 244:22 PICA 101:7, 13, 16, 18, 21, 23 102:3, 8 103:4, 23 104:10, 11 124:3 picking 336:5 picture 36:17 335:1 341:9 354:10 pictures 245:10 piece 51:23 114:5 piled 193:9 pilot 13:16 22:5 24:11 69:6 70:2 148:8 197:19 205:3 296:19 piloted 79:23 245:14 piloting 244:25 pilots 175:3 pinpoint 162:14 pipe 306:8 337:4 pipeline 299:4 312:18 363:15 364:20 367:9 pipelines 363:19 pipes 355:9, 10 piping 306:15, 16, 17 pit 48:1 Pittsburgh 281:17 pivot 230:21 294:4 place 19:16 53:12 61:25 65:6 91:13 100:7 112:8	113:15 125:8, 9 137:23 195:12 209:23 242:7 255:6 276:14, 15 278:3 279:3 282:5 344:2 345:8 357:5 358:23, 25 370:14 374:11, 12 placed 12:9, 25 25:10 112:2 290:12 349:4 places 232:8 236:12 243:12 280:18 360:20 plagues 215:23 plaguig 216:12 221:18 224:5 239:22 Plan 8:1 20:7 37:22 39:16 58:25 66:20 122:9, 13 146:12 147:3 192:24 193:1 224:23 246:18 300:10 310:24 328:11 329:2, 3, 10, 23, 25 331:11 361:19 Planning 56:12, 18 109:20 171:21 227:6 255:12 278:10 300:2 315:3, 5 346:11 358:8 369:2, 15, 19 plans 11:7 17:9 102:2 148:8 331:9 Plant 299:18, 19 300:20 304:19 328:19 329:8 355:15 plants 295:25 299:9, 12, 17 300:13, 22 315:16 330:1 platform 146:13 156:8 platforms 23:17 platinum 299:17 play 373:13	please 2:22, 24 3:2 6:11 10:11 17:21 28:2, 6 30:7 33:4 50:12 62:3 63:23 189:17 191:12 216:19 323:5 336:14 342:3 350:4 374:10 376:1 pleased 10:25 94:17 146:3 201:25 214:15 298:13 pleasure 292:12 plenty 264:19 plumbing 360:2 point 66:1 85:11 106:8 108:12 113:18 118:25 119:1, 6 120:16, 19 127:13, 21, 25 136:16 139:9, 12 141:6 161:6 162:20 163:13 184:18 199:25 200:9 234:8, 9 251:2 255:24 259:2 312:7 321:14, 18 322:20, 23 327:19, 20 328:25 338:21 344:24 346:24 348:4 373:6 pointing 339:15 points 142:20 295:2 372:23 Police 34:8 44:4 84:16 96:7, 14 98:25 124:17, 19 125:14 126:21, 24, 25 127:4 128:11, 15 160:16 166:8 196:3 197:8 211:5 221:1, 3 241:7, 8 242:7 250:3, 16 259:25 261:11, 15 263:5 281:6	policies 253:25 303:5 policing 126:1, 9, 22 127:8 policy 253:11 307:15 308:1, 5 313:25 317:11 320:16 350:24 political 52:22 Pollution 299:17 300:22 301:8 302:9 314:10 pool 204:18 210:16 211:20 226:24 229:17 261:1, 21 318:6 poor 49:25 pop 39:15 population 36:20 43:11, 13 49:12 53:17 58:16 59:25 60:4 92:3 150:19 portion 111:12 258:18 259:8, 9 301:19 303:12 306:21 pose 233:11, 15 302:8 position 18:20 22:7, 20 52:7 87:4 88:22, 24 89:4, 11, 13, 14, 21 99:1, 4 102:12, 24 103:1, 2 153:8 154:11 192:9 199:14 209:19, 24 310:1 330:20 342:10 363:4 365:4 366:25 positions 15:6 47:5, 12 64:1, 2 84:16, 20, 24 85:10, 20, 22, 23, 25 86:2, 5, 11 87:11 88:9, 13 97:2, 23, 25 98:15 101:3 124:1 135:2 179:25 212:23 213:1 229:3 249:3 258:23	295:12, 22 358:7 362:25 363:12, 16 364:24 365:8, 19 366:23 positive 207:24 possession 57:11 possible 2:13 101:12 102:10 126:19 298:12 319:25 333:19 possibly 238:9 post 100:12 potential 111:14 210:24 220:16 221:4 287:18 295:1 349:1 potentially 22:10 223:2 228:8 231:17 261:3 265:12 poverty 150:6 368:1 power 108:11 241:21 255:17 284:1 PowerCorps 298:24 359:12, 21 PPD 263:7 practical 51:4 practice 107:2 118:12 252:16 practices 91:3 95:5 111:21 preceded 201:7 precipitation 302:24 372:13 373:3 predictability 194:2, 24 prediction 354:8 predominantly 351:25 prefer 244:19 275:6 prejudge 126:7 preliminary 242:22 prep 153:11 preparation 38:17 42:18 Prepare 37:23 prepared 243:18
--	--	---	---	--	--

preparing 52:14 302:10	22 99:10, 17, 21 101:6	25 374:25 375:4, 20	333:10 343:9, 23	procedure 353:4 370:23	128:11 149:14 167:5
presence 161:4 197:6 210:20 243:6	102:19, 23 103:13, 21 104:4, 16, 21	President(sic 30:9	priority 42:16 116:5 187:1 224:4 231:7 239:13 331:19	procedures 19:15 254:1 303:5 370:24	profit 226:6, 14
PRESENT 1:1 3:12 4:3, 9 5:3, 10, 17, 22 6:4 11:21 39:12 151:14 303:19 309:20 320:18	105:1, 11, 15, 19, 23 106:6, 17 108:19 109:12, 22 110:1 115:16, 17, 22 118:25 119:1, 4	President's 368:9	prison 96:4	proceed 10:11 28:6 33:4 94:10 145:6, 20	profits 196:21
presented 237:13	120:14, 15 123:8, 9, 14 127:16, 19 129:18, 21 130:7, 14, 19 132:9, 15	pressure 248:8 256:23	privacy 9:6 private 44:7 122:5 169:11 170:13 198:10 212:8 223:15 229:19 277:23 316:18, 22 317:4 343:6	proceedings 377:1	Program 6:14 7:19 8:21, 22 11:11 12:24 13:13, 16, 18 14:3 21:3 22:3, 5, 10, 22, 23 23:21 24:2, 11 37:5 47:4 48:17 52:17 54:7, 19 61:21 62:1, 7, 10 69:6 70:2 71:17 72:15 74:1, 14 75:12 79:22 80:17 86:4, 20 114:18 117:22 118:10 120:23 121:3 139:6 141:7 142:9 146:18 147:11, 18 148:9 150:15 151:3 156:3 161:16 164:8 168:3 175:10, 17 197:19 211:17 212:3 213:7 214:9 239:5 240:3, 4, 12 245:14 255:12 269:15, 17 278:23 296:7, 8, 12, 14, 19 298:25 300:25 301:12 302:12 310:25 313:21, 24 315:8, 9, 18, 24, 25 316:17 326:9 329:6 336:11 346:8 359:12 360:8 362:22 363:2, 21 365:2, 15, 21 370:6
presenting 338:13 347:24	109:12, 22 110:1 115:16, 17, 22 118:25 119:1, 4 120:14, 15 123:8, 9, 14 127:16, 19 129:18, 21 130:7, 14, 19 132:9, 15 133:7, 12, 18, 25 134:9, 12, 18 135:7, 19 136:2, 19 137:1, 6, 11 139:9, 10 140:15 141:4, 24, 25 143:18 144:5, 9, 23, 25 145:12, 16, 23 151:18 152:18 153:3, 22 154:7 159:1 162:5, 18, 24 164:15, 21, 24 176:20 177:1 187:14, 15, 20 190:10, 11, 17, 18 198:21, 22 199:2 208:3, 4, 9 210:4 214:24, 25 215:5 225:4, 5, 10 236:23 237:2, 7 245:24, 25 246:5 257:3, 9 263:22 264:1, 6 272:22, 23 273:5, 10 282:21, 22 283:2 290:5, 6, 11, 15, 21 291:13, 19, 22 292:1, 13, 20 323:13 324:12 325:1 331:25 332:3, 4, 8, 22 333:1 342:18, 24 348:17, 18, 22 356:18, 19,	prevent 333:18 prevented 265:4 prevention 119:13 120:4, 10 137:17, 21 138:5 preventive 174:15, 16 previous 26:23 87:16 88:25 97:1 161:23 346:23 previously 64:10 161:2 362:14 price 255:1 priceless 57:14 prices 294:18 pride 228:23 primarily 38:1 72:16 98:24 135:11 159:25 295:18 primary 14:8 345:2 printers 148:4 230:8 prior 2:18 9:9 167:10 312:21 352:25 priorities 181:24 238:17 270:18 337:16 prioritization 331:19 prioritize 109:19 333:15 334:11 339:9 345:17 prioritizing 239:16 300:3	probable 45:4 probably 22:13, 14 120:24 123:2 134:16 154:2 170:10 176:2 190:1 197:18 200:8 208:24 228:16 272:14 280:12 287:13 289:4 335:10 371:20 Probate 11:9, 11 14:22 19:9 23:20 43:23 45:22 64:24 72:19 80:14 82:17 86:5 87:19 probated 62:21 71:6 problem 13:21 15:21 20:23 67:19 71:21 73:24 76:21, 25 77:3, 7 128:19 138:2 195:23 196:23 197:20, 24 254:14, 15 266:17, 18 292:9 327:1 336:21 345:15 problematic 120:1 154:4 191:9 197:15 problems 73:2 108:15 194:10 214:6 240:18 280:6 289:1 297:13 300:1	process 18:8 19:9 22:25 36:11 43:22, 23 50:6 53:10 68:16 72:22 73:25 81:24 82:17, 20 85:25 87:21 90:22 93:17 100:20 107:2 111:1 113:20 129:25 142:21 143:21 146:8 154:15 158:3 167:20 168:13 173:18 178:12, 24 183:15 186:25 187:3 211:15 229:8 249:15 255:15, 20 262:23 263:20 268:11 282:15 296:21 304:24 310:5 345:25 349:8, 22 351:7, 14 366:5, 11 processes 238:24 249:14 370:25 processing 229:24 254:12 Procurement 23:13 product 164:13 production 112:12 productions 23:15 productive 35:23 productivity 205:4 244:16 profession 150:18 professional 118:14, 15	programming 362:19 programs 47:21 50:7 60:11 62:15 70:20 71:12 100:6 119:14 121:3 141:16, 17 149:19

240:17 361:15 362:20 374:1 progress 300:7 366:4 prohibition 255:9 prohibitively 255:2 project 25:9 146:22 147:3 149:8 186:7 195:22 253:4 316:6, 8, 9 328:9, 23 338:15, 25 345:23 351:19 370:21 projecting 294:18 projections 372:14, 24 373:1, 4 projects 96:5 149:17 171:10, 14, 21 198:7 202:21 295:7 300:5, 11, 12, 17 309:21 311:2 312:15, 16 313:1 316:11, 14, 25 323:19 326:8 329:9, 16 334:4, 6, 8, 11 337:11, 12 338:14 343:23 344:8 354:14 374:3 proliferation 260:17 prominent 330:8 promote 22:10 94:25 150:17 163:25 promotion 101:2 150:1 212:21 296:11 promotional 366:15 promotions 249:1 prompt 151:21 352:10 proper 141:18 195:2 196:15 198:17 260:19	properly 206:22 276:16 297:15 307:4 properties 7:10 174:3, 7, 20 175:2 176:14 188:2 194:13 220:20 245:12 250:10, 20 251:1, 8, 24 265:19 269:10 271:6 274:6, 11, 13, 21 285:21 286:1, 10 287:7, 20, 25 property 15:11 19:14, 18 21:6 22:12 38:25 43:23 50:3 51:19, 21 72:23 73:1, 11 83:8 147:20 165:21 210:13 219:2, 5, 25 224:13, 14 240:7 244:18 262:1 265:9, 18 266:9 268:25 270:1 273:25 274:8 277:9 285:2 287:5 306:6, 18 307:3 316:20 317:4 351:2, 22 proposal 63:19 proposed 8:19 96:19 131:7, 10 151:1, 14 182:13 248:23 295:13 prosecute 240:14 251:18 prosecuting 54:4 Protect 37:23 54:12 127:4 293:14 302:13 303:8 307:18 370:3, 7, 16 protected 288:20, 22 protecting 125:6 protection 111:7, 11 113:2 149:6 309:3	protections 303:7 proud 299:11 proudly 97:4 231:4 prove 13:19 53:2 58:14 300:15 proven 161:11 provide 10:25 24:10 33:14, 24 40:2 64:19 65:24 66:4 74:21 75:4 77:5 78:1, 3 85:12 92:24 94:17 116:20 141:15 146:3 148:24 149:13 157:16 164:12 175:6 204:19 211:12 212:9 293:5 294:12 295:19 296:20 299:7 300:20 313:19 350:11 358:5 359:24 367:24 provided 13:24 69:12, 13 102:3 293:22 providers 120:10 374:6 provides 101:16 146:18 providing 7:24 97:11 111:5 216:7 223:3 303:22 provision 131:20 provisions 125:22 proximity 277:11 proxy 150:5 public 2:6, 7, 10, 14, 15 6:6 8:16 9:3, 5 11:10 23:11, 22 33:18 42:22 59:23 68:7 103:14 110:23 114:10 116:8 126:10 148:19 150:24 151:3, 13 179:10 184:25	186:10, 14 189:15 204:19 222:14 225:19, 22 234:10 235:16 236:20 248:9 270:15 284:24 288:8 289:1 303:24 307:23 314:16 316:20, 25 343:11 367:23 377:12 publicly 30:1 107:11 149:3 published 2:17 publishing 149:1 pull 210:16 219:9 pulled 202:4 pulling 86:7 197:13 261:20 263:17 pump 294:9 300:22 315:14 328:16, 17 punch 305:4 purchased 57:16 188:1 purchases 223:22 purchasing 52:4 pure 267:9 283:8 288:9 purpose 9:18 193:4 203:8 266:10 purposes 130:23 216:24 241:25 250:12 284:4 pursuant 8:8 pursuing 325:24 326:24 push 281:14 319:23 put 22:6 34:7, 17 39:6 52:7, 21 53:6 72:1, 4 75:18, 20, 22 78:11, 15 79:25 80:6 81:20 83:4 99:24 109:5 112:25 114:5 116:14 119:18 120:5, 24 130:16 143:25	163:24 171:11 182:8 188:11 202:14 208:17 214:18 239:8 248:18 271:23 299:25 305:15 325:16 340:14 343:11 349:18 352:2 355:18 359:3 373:5, 12 puts 306:20 putting 15:13, 14 47:19 99:8 209:19 231:2 305:18 329:24 PWD 299:4 351:20 359:14 PWD's 293:6 295:11 < Q > qualified 150:11 251:16 qualify 15:15 50:9 53:21 150:20 213:8 311:24 320:17 qualitative 76:13 quality 7:22 147:13 165:9 193:5 228:21 293:11 304:6 305:5 320:8 327:15, 17 328:3, 10 329:4 330:3, 24 347:3 371:16, 25 375:13 quality-of-life 97:6 161:10 quantitative 75:3 quantitatively 75:9 quantity 75:21, 23 quarter 69:7 157:5 265:14 Queen 297:4 311:7 313:7 355:14 question 16:2 30:13 31:22 32:11, 13 36:2 46:19 59:19 64:8, 15 79:12	82:15 89:22 90:2 91:21 101:15 102:20 117:25 120:19 124:16 125:20 128:23, 24 130:11, 20, 22 132:18 133:20 135:4, 8 136:5 138:19 153:5 165:12 173:22 184:9 191:16 192:19 194:25 199:13 200:13 203:23 209:25 214:16 222:15 230:20 231:21 234:24 259:24 261:21 262:4 264:18 270:21 274:14 278:9 279:16 281:10, 13 282:2 287:2 288:24 319:2 320:24 322:5 330:5, 14 333:8 334:22 344:5 354:4 358:11 364:18 365:12, 17 368:6 questioning 24:25 67:23 145:21 178:19 208:14 333:4 348:23 questions 9:10 10:25 11:16, 24 21:19, 20, 23 30:10, 14, 15, 20 31:19 33:4, 5, 24 34:4, 10, 12 35:3, 7 44:22 62:3 63:8 64:11 73:21, 23 78:10, 15 84:9 93:7 97:15, 21 101:11 116:4 123:23 124:7, 15 130:21 143:10 147:5 151:16 152:9 156:25 174:1 187:6 190:10 200:16 215:13 225:17 235:21 236:24 237:10
---	--	---	--	--	--

246:8, 10	raise 90:16	117:4 118:15	349:21 351:1	119:5 123:11	58:9, 13, 17
250:24 256:11,	153:8 246:19,	170:18 214:16	357:13, 25	127:20 137:8	268:20
23 257:12	23 247:11	222:6, 15	358:19 362:11	139:11 164:18	Recreation
263:25 265:6	254:25 284:2	229:21 240:1,	365:14, 16	176:22 187:17	318:14
268:3 273:3	raised 15:24	5 261:21	369:7 372:4,	190:14 198:24	recreational
283:4 290:13	226:20 227:16	269:2 280:24	11, 22	208:6 215:2	330:16, 21
304:10 317:20	249:16 259:22	287:3 289:22	Realtors 38:22	225:7 237:5	331:2
318:22 343:2	279:15 319:2	292:5 298:6	reason 19:10	246:2 257:5	recruit 44:7
348:9 358:12	raises 247:9	320:6	57:6 89:3	264:3 273:7	100:3, 23
368:7 374:17	249:1	re-aligning	229:1 240:3, 8	282:24 290:8	307:16
375:2, 7, 21	Ralph 145:10,	120:3	242:14 266:4	317:25 323:1	recruited
queue 41:6	25	realistic 237:19	282:6 306:4	332:23 342:20	361:12
50:20	ramp 82:2	realistically	340:15	356:21	recruiting
quick 14:21	ran 160:20	153:10 237:15	reasonable 9:6	recognizing	99:23 212:5, 6
28:14 32:15	162:8, 12	reality 156:10	300:6	9:10 167:22	recruitment
57:4 152:8	Randolph	realizing 48:15	reasonably	182:17 190:24	44:2 110:6
283:4 320:6	361:13	really 13:20	239:24	262:11 309:22	229:4 299:1
330:5	Randy 291:17	15:17 17:1	rebates 51:8	317:15 357:4,	360:17 362:17
quicker 360:9,	292:18 333:2	25:16 36:2, 8	Rebecca 93:25	19 367:13	367:5
13, 14	rang 235:20	82:5 90:24	94:16	recommend	recurring
quickly 102:9	range 125:25	103:3, 11	rebuild 20:9	238:12	151:5, 6
173:1, 3	185:5 227:18	108:2 113:18,	rebuilding	recommendatio	redirect 347:12
174:18 178:18	ranges 278:11	21 114:1	311:6 355:14	ns 142:8, 21	redlining
185:20 186:6,	rarely 185:9	116:9, 14, 16	recall 167:21	253:10 309:6	56:10, 13, 20
8 259:20	rate 43:13	117:14, 25	210:13 352:20	recommending	reduce 16:17
261:23 279:1	295:2 298:17	118:2, 17	receipts 51:22	95:5	116:7 137:24
294:4 297:12	354:6 355:3	119:10 120:2	287:15	reconfiguring	227:22 298:5
298:11 313:10	ratepayer	121:2 123:24	receive 198:12	185:17	302:15 328:20,
359:11	300:3	124:4, 13	257:17 269:11	reconnecting	25 329:14
QUINONES-	ratepayers	125:21 126:22	310:18 354:12	305:19	reduced
SANCHEZ	329:15	128:14, 16	365:6	reconvene	157:11
1:1 5:7, 8	rates 96:4	153:1 156:7	received 62:6	375:24	reducing
14:25 78:22,	111:2 202:24	157:8 158:23	64:2 67:8	record 9:12	114:20 115:4
23 79:5, 9	Raum 283:15	160:8, 15	68:6 69:20	10:11 11:21	203:9 213:10
81:7, 17	reach 40:12	164:12, 13	85:3 125:3	44:20 47:19	216:7 240:6
118:24 119:7	47:2 59:21	170:12 172:25	262:15 333:7	67:13 79:25	336:11
127:12, 15, 22	60:11 109:4	173:11, 18	340:23	80:2, 6 81:21	reduction 16:9
129:16 139:8,	121:22 130:1	181:22 192:19	receiving	94:10 119:18	97:6 152:16,
13 143:8	301:20 365:19	199:11 205:17	62:18 67:9	120:6 129:23	23 153:2
quite 25:1	reaching 62:8	209:20 211:18	76:18 347:4,	141:3 145:19	159:4
47:25 223:22	148:11 314:8	213:13, 14, 15,	10	171:9 173:16	redundancy
238:7	React 39:15	24 220:12, 23	recess 30:4	179:9 209:11	246:10 300:16
quorum 6:3	245:6	221:1, 8	31:14 32:16,	245:10 260:1	re-
quotes 194:15	read 6:11	222:11 225:18	21, 25 144:18,	271:24 292:15	establishment
quoting 138:10	8:18 122:9, 10	233:24 234:4	24 375:22	324:21 368:6	192:22
	283:20, 25	239:20 244:3	recognize	374:16	re-evaluated
< R >	readily 147:25	245:19 249:25	11:19 62:14	recorded 7:12	249:16
race 150:5	164:10 185:19	251:4, 22	151:11 166:20	9:4, 8 184:13	refer 69:15
racial 87:13	reading 129:12	255:10 256:9	276:3 302:7	Recorder	130:8 242:2
88:19 89:5	readjust	261:14 262:3	312:23	18:17, 19 19:6	244:19
149:14, 17, 23	141:19	266:6 268:10	recognized	21:3 38:9	reference 17:1,
246:18	ready 39:5, 25	269:1 279:1,	9:15 299:13	41:23, 25	10 174:11
radiological	52:12 99:12	13 281:2	305:4	recording 7:1	223:1 265:10
372:8	145:6 189:21	292:3, 6 294:4,	recognizes	recordings	318:18 321:19
raging 349:16	198:11 214:20	11 313:10	21:14 35:12	244:8	referenced
rain 371:23	272:3 369:19	316:4, 9 317:3	41:7 50:20	Records 6:25	134:20 152:9
rainfall	real 14:21	333:2, 11, 17	59:14 63:12	18:6, 7, 10	referencing
368:25 369:8	16:15 28:13	337:6 345:6	78:21 84:1	25:11, 19	42:12 65:5
	57:4 81:22	346:17 347:3	110:3 115:19	26:24 27:2	

referrals 130:3 206:23 251:13, 19, 20 252:17 referred 61:22 referring 116:20 reform 110:24 regard 243:8 282:12 regarding 6:7 257:13 259:22 273:22 274:2 279:16 293:5 309:7 311:3 312:12 318:23 325:15 330:13, 16 region 304:8 305:6 354:25 regions 44:6 Register 9:20 10:2, 5, 6, 13, 15, 19 11:1, 4, 7, 18 12:10, 14, 25 13:15 16:24 17:12, 16, 22 18:10, 12 19:12 21:2, 9, 10, 21, 25 22:8, 16 23:6, 20 24:4, 13, 21 25:7 27:3, 13, 16, 19, 21, 25 28:6, 8, 17, 19, 20, 24 29:6, 17 30:5 31:1, 6, 7, 12, 25 32:8 35:16, 18, 25 37:17 38:9 39:14 40:19, 24 41:13 42:1, 8, 12 43:18 45:17, 19, 24 47:8, 18 48:20, 21 49:6, 11, 15, 18, 22 50:16, 24 52:5, 13, 16 54:8 55:1, 17, 23 57:12, 18, 21 59:9, 11, 19 60:5 61:14, 18 63:2, 17, 21 64:13, 16 65:18 66:8, 15, 23, 24 67:21 68:3, 22 69:3 71:10 72:17 75:10 76:10	77:13 78:25 80:9 82:7, 11, 25 83:14, 19 84:8 86:11 87:6, 14 88:6, 11, 17 90:10, 14 92:14 93:7, 10, 19 registered 274:7 Register's 62:15 69:6 registration 188:5 266:7 regs 192:2 regular 193:21 201:1 211:8 217:13 222:22 regularity 192:11 regularly 310:9 regulated 274:25 regulation 338:16 regulations 274:10 295:10 regulatory 295:12, 21 299:15 reimbursed 247:18 reinstated 365:15 reiterate 51:1 66:1 relate 51:3 194:1 254:11 related 7:2, 11, 12 23:15 25:5 62:7 124:22 221:9 relates 18:6, 11 45:11 66:18 74:23 75:7 76:5 78:7, 13 79:21 82:16 98:2 120:4 126:10 130:24 131:1 155:3 163:4 167:11 209:11, 17, 18 325:6 relationship 18:9 57:22 80:5 159:15 251:15	relationships 123:18 252:8 346:10 relative 180:22 182:12 184:9 260:2 263:4 362:17 369:11 373:21 relatively 144:18 release 96:7, 13 released 95:25 96:16 releases 97:7 306:8 reliable 293:12 299:7 reliant 315:11 relocate 111:16 relocated 112:22 relocation 111:7, 11 112:4 relook 235:22 reluctant 350:19 rely 59:22 relying 325:25 remain 172:23 300:3 remaining 130:22 remains 96:12 296:3 297:17 mediating 216:3 remediation 159:12 remedies 114:6 remember 157:12 183:3 289:15 290:17 354:14 remind 155:16 Remote 1:1 2:13 158:1 205:3, 15 244:11, 19 remotely 2:12 156:13 remove 102:7 149:25 307:3 removed 51:18 269:24 removing 153:14 212:17	Renee 165:20 177:14 219:6 260:6 renew 201:18 268:21 renewal 267:16 285:8 301:24 renewed 102:8, 9 267:25 rent 51:8 165:14 222:2 268:11 271:4, 22 286:24 rental 174:3, 6 175:1, 10, 17 176:14 188:5 201:18 244:18 264:17 265:1, 23 266:6 267:11, 14 268:5, 9, 16, 21 269:7, 14 271:6 285:2, 20 286:3 rentals 264:22 266:3, 5, 14 270:2 rented 286:22 renters 271:6 renting 222:2 268:24 280:21, 22 renunciations 72:12 reopened 161:1, 3 rep 256:17 Repair 15:15 52:24 53:9 266:12 308:4 repaired 296:24 repairs 295:3 repeat 17:23 233:10, 13 236:13 252:7 repeatedly 252:14 268:12 repetitive 124:13 replace 11:12 101:5 136:18 305:25 306:1, 9, 15 replacement 48:22 245:2 301:23 302:2, 3 307:19	328:14 337:4, 13 replacements 295:3 305:14 328:17 337:14 355:5, 13 replaces 91:9 replacing 90:19 134:24 306:12 307:24 replenish 131:15 replenished 131:23 report 63:23 65:19, 21 95:9, 24 125:1 304:13 reported 138:3 Reporter 377:12, 22 reporting 201:2 reports 95:11, 13 96:1 represent 308:22 representation 68:17 69:25 represented 318:11 representing 231:4 293:8 reproduction 377:20 request 11:4, 6, 15 26:17 63:19 106:7 107:3 108:20, 22 109:18, 20 120:25 166:16 366:21 requesting 117:19 182:14 requests 93:14 109:16 154:9 require 86:1 213:12 259:12 363:17 364:25 required 95:18 107:24 144:2 159:16 187:25 205:18 243:14, 15 265:4 273:16 requirements 47:20 52:23 53:1 147:7 149:5, 9	295:13 313:11, 24 requires 68:16 70:24 211:5 230:9 requiring 102:1 rescues 243:18 research 189:8, 11 242:20 274:16 296:18 reserve 290:12 374:16 reserves 294:20 reservoir 355:16 residential 240:22 297:2 residents 7:22 36:21 90:6 95:2 150:19 151:25 251:5 277:9 Resignation 179:2 367:20 resigned 87:19 89:1 Resilience 308:18 368:17 resiliency 302:16 368:21 Resilient 326:5 369:4 reskill 363:11 RESOLUTION 1:1 6:9, 12 7:23, 24 39:6, 12 336:7 340:18 resolve 68:11 resolved 68:13 resource 239:16 307:17 347:24 resources 70:3, 4 76:23 86:6, 7 96:9 148:1 154:11 183:2 184:3 198:18 214:18 216:9 224:17 237:14 239:8, 25 240:10 273:15, 18 279:22 296:10 327:9 363:7 365:14
---	---	---	---	--	---

respect 8:5 29:7, 9, 20 75:25 82:15 90:25 93:14 158:4 210:8 211:14 260:25 294:3	restrictions 329:8 result 19:22 299:11 309:20 311:20 321:11 resulting 301:6 results 114:23 147:14 214:8, 12 245:10 retain 213:22 229:21 retainer 43:20 retention 171:19 222:25 229:5 retire 358:3, 17 retired 48:8 retirees 169:16 retirement 357:20 367:16, 18 retiring 169:9 return 120:13 147:5 288:6 returned 279:8 reuse 254:21 255:4 revenue 28:11 56:6 106:3 109:1, 2 111:14 195:3 196:18 201:2 206:23 226:1 231:22 232:1 284:3, 9, 18 287:11 288:19 289:3 revenue- generating 257:14 revenues 196:21 201:8, 22 283:10 293:17 Review 111:4 139:1 178:6 180:4 233:16 255:13 303:5 reviewed 149:25 reviewing 326:7 reviews 146:20 Revised 8:1, 4 211:21 revisit 64:14 279:7	Revitalization 300:10 329:25 338:25 revocation 221:6 235:10 236:5, 6 revocations 234:13 235:7 236:8, 10 Revolving 311:16 319:20 reward 141:15 Reynelle 165:25 RFP 202:14 Rhynhart 94:1, 4, 12, 16 98:5, 20 99:5, 14 101:14 102:21, 25 103:19 104:2, 7, 18, 23 105:3, 13, 17, 21 106:1, 16 107:9 109:10, 14, 24 111:23 112:18 113:10, 23 114:15 115:10, 25 118:6 119:8 120:17 123:4 124:10, 14 125:18 128:22 130:5 131:4 132:5, 13 133:2, 9, 14, 23 134:2, 10, 15, 23 135:17, 25 136:4, 24 137:4 138:24 141:5 143:17 144:3, 7 rich 48:3 Richard 308:12 RICHARDSON 1:1 3:21 38:12 42:14 45:7 166:3 176:23, 25 179:19 180:12, 18 182:11 183:19 184:8 186:22 191:7 192:21 211:3 216:15 257:6, 8, 24 258:3, 10 259:17 262:3	290:9, 11, 19 308:10, 14 312:9 317:7, 22 319:2 321:14, 18 322:23 323:1, 3, 9 327:8 332:13 342:21, 23 344:23 348:2 356:22, 24 362:10 364:23 366:19 367:4 373:15 374:15 376:3 Richardson's 322:10 richer 344:15 ride 55:24 198:2 ridiculous 139:17 right 15:24 20:13 24:23 25:3 29:16, 23 30:24 31:11, 18, 23 32:12, 14, 18, 20 44:2 49:5, 10, 14 51:9 54:13 56:6, 25 58:19 72:21 77:17 84:25 85:6 88:8 91:12 98:18 105:20 106:7, 14 108:20 109:13, 23 114:1 116:7 118:4, 9, 19 119:22 120:12 125:24 126:16 130:21 131:24 133:4 137:7 139:2 144:11 153:4 162:16, 25 165:16 166:14 167:6 169:3 170:4, 23 171:1, 13, 17 172:8, 16 181:18 191:11 197:11 200:6 201:16 202:1 213:25 215:12 218:5 229:7 230:14, 23 242:1 252:1 262:24 266:23 267:15 270:16	272:20 277:20 278:6 284:17, 18 285:6 286:4 289:20, 22, 24 290:22, 24 299:21 316:20 320:15 326:7 329:10 332:23 341:24 342:13 347:8 364:14, 24 371:7 372:15 375:6 rights 14:13 51:20 rigor 101:25 104:13 118:20 121:6 139:6 Rinehardt 165:20 219:6 260:6 Rios 264:24 rise 368:24 371:17, 19 372:12, 25 rising 302:23 370:13 risk 233:15 235:16 275:19, 20 286:24, 25 287:1 302:22 risky 220:5 276:2 288:11 river 301:9 304:23 327:17 329:20 331:11 333:5 334:7, 16 rivers 293:14 302:14 304:25 329:18 330:3 333:16 334:1 335:14, 15 336:6, 20 370:7 Roadmap 138:14 role 40:8 105:24, 25 106:12, 19 160:7 174:2, 6, 20 229:10 247:25 368:14 roles 180:6 roll 2:23 3:3 rolling 140:23 roll-out 140:17 142:5 147:17	rooftops 245:18 room 210:10 274:14 rooming 275:4, 11, 17, 20 276:2, 11, 21 277:6, 19 278:8, 16, 23 279:4, 5, 6 roughest 177:21 roughly 90:1 199:23 285:25 round 33:20 34:4 35:1, 5, 8 63:12 100:21 164:17 186:24 187:6 235:21 237:4 256:4 263:24 273:1, 4 290:9 317:9, 19 332:14, 19 348:23 rounds 33:21 route 100:11 rower 327:18 rowers 328:1 rowhomes 286:22 rowhouse 264:23 rowing 327:21 Roxborough 361:14 rule 191:10 212:13 rules 19:11 196:19 222:4 run 31:23 32:1, 14 162:21 240:12, 25 272:14 running 31:10 91:7 246:13 304:4 run-off 371:22 runs 61:20 rush 29:11 253:16
--	---	--	---	--	---

safer 112:15, 17 138:14 207:13 safety 7:20 20:3, 5 110:23 116:8 126:10, 11, 23 127:2 150:24 151:13 173:25 186:9 192:2 193:5 204:20 221:8, 9, 10 225:19, 22 234:10 235:16 236:21 270:16 284:24 288:8 289:2 300:16 331:5, 17 334:13, 16 335:8 salaries 107:21 salary 64:20 223:2 sale 247:16 sales 56:10 104:12 178:9 San 117:8 Sanchez 80:12 119:6 127:20 139:11 Sanchez's 121:4 sanctioned 128:13 Sarah 165:6 satisfaction 247:21 248:5 Saturday 220:2 241:20 Saul 361:14 save 90:5 206:17 saved 55:7 207:20 370:20 saving 148:1 savings 92:18 savvy 44:14 155:2, 14 saw 15:25 157:4 160:19 161:1 170:22 200:23 207:15 228:17 271:18 281:17 285:7 saying 20:13 24:20 26:2 30:4, 11 31:3 36:23 37:19 47:17 67:24 118:13 142:18	193:2 208:11 268:20 286:11 305:12 352:12, 22 353:20 370:20 says 268:8 Scads 324:17 Scads(ph 312:19 scale 90:24 113:19 118:23 161:19 267:11 scattered 19:25 scenarios 353:11 schedule 29:12 157:21 181:14 182:14 203:12 scheduled 29:13 101:7 144:15, 16 172:8 schedules 300:6 scheduling 158:7 181:12 School 94:23 95:10, 12, 14 107:23 109:5, 8 114:10 132:21 133:5, 20 134:7 155:2 230:15 298:25 314:18 359:4 360:5 361:8, 10 362:22 365:2 367:6 schools 36:13 96:5 258:16 359:9 361:14, 16, 19, 24 362:20, 21 367:7 Schuylkill 305:4 320:9 327:18 329:5 330:7 Schwartz 292:24 306:25 350:5, 8 351:15 352:15, 18, 22 science 302:20 303:4 304:21, 22 361:21 370:3, 9, 24 371:2, 14, 15	372:5 373:9, 11 scientists 304:23 339:18 scope 100:2 147:3 screen 3:1 15:25 sea 302:23 368:24 371:16, 19 372:12, 25 Seal 159:23 160:2 161:14 250:7, 9 sealed 161:3 sealing 160:9, 23 season 39:13 second 27:19 35:1, 5, 8 39:13 63:11 88:17 133:6 144:13 169:23 186:24 187:5 210:25 222:18 235:20 236:24 237:4 240:25 241:14 243:20 256:4 273:1 282:9 285:1 297:5 317:9, 19 332:14 344:4 Section 6:23 7:5 156:21 338:2 346:25 sector 44:7 122:5 169:11 198:10 sectors 212:8 secure 27:5 352:4 security 122:9 326:9 see 13:18 14:12 20:25 52:1 54:23 55:24 58:10, 18, 21, 24 63:15 68:9 74:23 75:7 77:7, 16, 17, 25 91:6 93:10 111:19 114:17 118:20 121:19 125:8 143:9 149:13 152:16 154:6 156:3 157:13 164:23	166:21 173:7, 9 180:21 193:12 195:17 197:19 199:11 201:21 202:5, 10, 20 207:21 210:17, 24 214:15 215:11 225:18, 23 226:1 230:2, 3 243:1, 6 245:1, 18 246:24 250:17 253:13, 18 254:5 255:4 270:2 275:14 276:5, 9 278:11 280:10, 24 282:3, 17 289:14 304:19 312:3 335:21 338:12 341:22 347:1, 7 358:21 364:1 371:16, 18 seeing 61:11 84:17 161:21 171:10 172:6 200:21 205:20 211:11 231:18 249:19 260:16 262:21 346:24 347:15 369:13 371:23, 24 seek 23:14 seeking 229:2 345:9 seeks 95:3 seen 35:22 76:20 126:24 128:9 161:11 170:6 195:24 200:25 202:23 221:24 228:18 249:19 274:19 277:17 312:17 317:16 323:19 369:7 segment 334:25 Segregated 56:17 segregationbyd esign.com 56:11 segue 54:21 57:4 seized 178:8,	12 select 346:4 self 58:2 selfish 275:13 276:6 sell 38:25 83:7 112:5 241:2, 3 274:11 selling 165:17 178:3 220:21 260:18 335:20 Senator 40:5 send 14:12 29:22 46:8 54:22, 24 55:4, 15, 18, 19 58:17 60:25 61:1, 2 74:4 266:11 268:22 312:10 342:10 366:21 sending 118:7 163:12 224:17 senior 73:17 168:6 296:9 seniors 59:20, 22 60:12 62:19, 20 sense 92:25 107:5 113:24 114:2 118:9 121:20 127:1 136:16 188:3 333:12 sensitive 30:11 353:7 sent 17:6 20:19 38:23 55:2, 3, 6 60:6 83:1, 2 131:6 209:12 324:2 351:21 sentiments 177:4 separately 129:3 series 39:14 147:4 serious 15:21 117:11 122:22 148:2 204:15 216:6 222:24 233:25 235:25 236:2, 5, 17, 20 seriously 58:20 serve 95:2 127:5	served 7:18 191:22 serves 70:16 service 44:18 90:5 150:4, 21 197:16 249:15 256:6, 17 283:24 289:13 291:8 296:17 297:18, 22 298:4 357:16 365:25 366:5, 13 367:22, 23 375:11 services 15:5 40:2 50:2, 10 55:20 69:16, 17 70:4 77:3, 5 79:14 119:13 128:8 134:22 149:14 208:23 216:8 283:22 296:23 303:23 session 34:21 set 114:22 140:20 188:7 236:24 243:13 263:24 270:7, 8 272:5 338:21 341:21, 23 342:3, 11 sets 165:15 365:23 settlement 40:16 seven 33:20 170:2 172:21 178:11 179:7 205:9 235:6, 23 236:9, 10 severe 54:14 224:24 sewage 49:16 336:23 sewer 301:7 306:21 315:8 326:18 328:14, 20 336:12, 19 337:11 341:14, 18 sewers 301:18, 23 304:4 357:13 shake 306:7 Shaking 68:22 370:19 shape 25:13 159:19 174:14
--	---	--	---	--	--

share 37:12, 15 51:17 121:10 139:4 214:8 226:21 284:25 298:14	shutting 352:9, 25 shy 103:14 side 15:8 46:14 75:2 90:13 91:14, 17 110:6 114:24 182:17 185:10 205:1 214:10 249:10 261:6 262:11 314:6 316:22, 25 328:22 sidewalk 185:3 sidewalks 193:10 signature 70:19 significance 12:8 significant 12:4 64:21 65:11 108:1 142:20 163:1 209:13 228:17 235:12 264:14 286:14 288:16 291:6 293:24 301:19 311:15 significantly 294:20 signify 9:15 similar 116:21 191:15 246:23 254:6 simple 256:11 simplify 365:16 366:4 simply 153:12 201:1 229:8 266:7 275:13 349:15 single 25:20 95:14 266:15 274:14 275:18 286:17 288:3 sir 31:8 115:15 130:17 145:15 190:19 199:6 332:7 356:16 sit 77:25 340:8 361:5 site 147:17, 18 152:24 153:4, 11, 16, 18, 19 154:1 182:5 184:11, 14 186:9 192:3,	23 193:5 194:23 205:6 sites 154:5 192:5 205:12, 13 301:5 sitting 20:1 69:20 situation 82:1 192:7 267:5 294:5 301:4 303:3 340:21 situations 165:12 six 6:15 117:10 122:11 168:11, 13, 18 181:5 190:1, 2 205:11, 13 217:3, 21, 23 235:9 310:22 311:10 339:5 354:16 358:17 size 91:22 334:4, 5 skill 212:1 365:23 SLA 185:10 SLAs 185:5 sliced 354:24 slow 165:23 small 70:2 155:1 303:12 353:13 smart 122:4 206:15 smarter 123:2 smartly 161:8 Smith 260:9 smoke 174:17 207:17 265:3 so-called 49:8 social 23:17 60:13 243:5, 7 Society 59:4 159:17 software 90:20 92:4 188:17, 22 sold 268:24 sole 193:4 soliciting 98:19 solicitor 10:24 61:20 solicitors 76:10 solution 15:19 148:12 287:3 solutions 207:12 315:18	solve 14:3 341:9 347:22, 23 somebody 15:8 17:12 20:6 27:22 30:17 46:15 54:9 165:15 233:14 252:2 256:10, 22 287:6 somebody's 21:6 someone's 192:13 276:20 something's 162:3 266:23 somewhat 99:4 103:2 soon 93:15 103:16 184:12 323:24 sooner 143:19 169:1 sorry 16:4 27:21 28:7, 15, 18 65:4 70:8 71:22 76:8 102:22 105:18 127:18 134:1 136:22 188:21 199:21 218:5, 22 258:1 297:17 338:6 350:8 sort 23:15 41:22 49:24 58:2 109:19 118:11 129:14 141:11 153:18 156:2 158:20 160:20 161:17 169:2 175:18 176:15 186:4 188:10, 22 193:2, 6, 11, 17 195:7, 20 197:13 201:25 205:16 206:12 210:10 211:7, 22 213:10 220:5 223:8, 12 224:5 229:20 232:19 238:16, 18 239:6 240:5 242:14 244:13 245:4 246:23 248:23 249:6	254:23 255:13 260:17 261:10 263:10 267:8 275:3, 16 281:5 286:16, 19 287:22 288:1, 6 289:17 309:15 310:2 366:1 sorts 194:13 sound 165:10 sounded 162:6 Sounds 93:3 99:11 163:2 195:14 252:20 288:7 354:22 source 328:13 346:7 371:25 South 340:4 Southeast 299:16 Southwest 299:19 313:8 328:21 340:10 spa 193:7 space 120:10 140:16 244:23 spaces 183:17 193:8 243:13 Spanish 39:18, 19, 20, 21 speak 12:15 29:13 79:25 120:2 251:16 284:20 speakeasies 279:20 282:2 speakeasy 221:22 242:1 speakeasy/night clubs 281:11 speaker 51:17 speaking 17:20 28:3 33:15 143:3 294:1 spec 364:2, 19 special 96:7 97:7 107:14, 18 108:13 109:18 134:4 136:11 165:2 191:23 208:19 specialized 99:4 374:3 specific 59:25 128:25 149:17 186:7 193:16 202:14 234:16	239:7, 21 240:17 312:15 324:11 354:13 361:16 specifically 125:14 161:4, 6 179:12 180:7 185:21 232:4 309:10, 14 323:15, 18 324:24 362:16 specificity 142:12 specs 362:24 363:18 speed 141:11 spend 44:17 205:7 245:20 337:14 338:17 spending 8:20 96:8, 14 116:13, 17, 23 117:17 121:7 288:11 295:11 336:13 338:10 spent 22:4, 6 24:1, 12 148:17 spoke 222:19 278:21 spoken 258:17 sports 99:13 330:21 331:2 spread 27:8 spreadsheets 76:17 Springfield 297:6 squatters 51:20 squatting 250:11 SQUILLA 1:1 5:14, 15 207:9 246:3, 4 248:15 249:21 253:1 256:3 332:17, 21, 24, 25 334:19 335:6 339:22 341:13, 18 342:13 SROs 274:24 277:6 St 318:10 Stability 128:3 stacked 55:8 staff 29:25 30:7 31:15
--	--	--	--	---	---

40:3, 4, 5	314:4 343:2	stock 101:5	stressors 228:2	160:12 163:3	98:6, 21
44:15 60:19	357:1 369:22	149:12	strictly 202:2	240:9	102:20 109:25
73:16, 22	started 2:4	stood 34:10	strong 201:9,	suggest 157:20	124:23 125:6
87:10 88:16,	32:24 37:22	stop 118:21	16, 22	235:22 237:20	129:1 131:5, 8
25 90:3, 7	41:14 43:17	244:1 268:24	stronger	suggesting	133:3 134:3
96:9 109:3	54:7 58:2	355:20 356:9	163:19	109:7 195:19	136:1, 12
110:22 113:14	60:14 69:6	stopped	strongly	suggestions	137:3 139:14,
146:14 147:10	71:17 88:1	194:18 356:8	107:17 204:9	115:9	21, 25 140:18
148:15 150:10	103:2 164:24	360:25 370:21	structure	suit 89:14	142:13 143:1
158:2 163:18,	166:19 178:20	stops 172:21	102:4 108:18	suitable 336:6	154:3 186:11
22 176:4, 6	250:13 301:12	179:7	140:21 233:8,	sum 354:19	195:24 200:24
182:7 185:18	359:19	storage 315:17	17 260:22	summarized	206:22 212:12
193:19 207:1	starting 54:6	store 240:23	structured	97:19	225:13 228:22
208:21 209:18	57:25 139:1,	282:10	346:11	summarizing	233:9 239:25
210:14, 17	19 241:15	stores 178:2, 6,	structure-	41:22 132:19	255:13 258:24
223:11 246:11	starts 302:18	7, 10, 11	related 194:9	summer 96:17	261:12 262:5
248:10 250:22	state 10:10	220:21 260:18	struggle	sun 177:22	263:6, 14
258:12 259:6	40:4, 5 80:5,	stories 371:21	357:25	Sunday 196:2	279:7 286:14
304:17 305:7	15 81:9 82:19	stormwater	student 100:9	Sunshine 9:16	297:11 303:6
346:20 348:5	83:17 91:5	293:13 303:23	students 367:8	supervision	320:5 324:20
356:14	94:9 103:5	317:5 326:18	stuff 25:3	377:22	325:20 330:11
staffed 76:12	108:6 145:19	338:2 371:22	27:22 66:21	supervisor	333:18 344:13
135:22	168:25 233:22	story 60:1	160:23 173:16	158:1 219:6,	367:1 369:3
staffing 64:7	255:9 281:24	98:3 207:17	182:3 183:5	12	371:4
107:21 126:2	282:13 283:16	straight 166:23	188:14 197:15	supervisors	surface 254:13
132:3 135:21	311:16 319:20		207:21 209:14	149:22 176:4	surprise 43:10
136:10 171:8,	321:21 339:7	straightforward	212:21 219:25	283:16	surprised
15 178:25	stated 50:7	147:4	220:5, 25	supervisory	236:3, 9
181:22 182:1	260:5 262:11	strain 171:11,	221:7 230:5	101:3 247:25	surprisingly
203:24 204:4	Statehouse	14	239:5 241:17	supply 295:5	201:9 214:15
213:23 214:1	43:1	strategic	250:1 281:6	support 11:14	surrounding
226:25 228:5	statement	239:9 331:8	336:24	36:13 78:1, 4	91:10 221:11,
229:5 230:24	307:10	strategically	subcontracts	103:24, 25	19 247:3
231:14 234:6	statewide	168:7	159:18	127:8 144:22	surveys 149:15
240:13 263:15	281:15	strategies 44:3	subject 136:6	158:2 183:8	survive 14:14,
270:18	station 315:15	223:6 373:13	subjects	209:22 210:25	17
stages 171:21	328:16, 17	strategize	156:19	211:5, 12	surviving 56:9
stagnant	stations 282:4	300:1	submit 290:13	230:5, 9 261:4,	suspension
161:25	294:9 300:22	strategizing	309:6 368:8	9, 13 298:24	236:5, 7, 11
stake 51:12	statistics 71:2	309:18	374:18 375:2	316:18 325:25	suspensions
stance 210:11	status 101:9	strategy	submitted 8:6	327:10	234:13 235:7
stand 30:22	365:25	192:25	178:5 224:11	supported 67:6	236:8
375:22	stay 50:12	stream 301:9	subservice	supporter	Sustainability
standard 299:8	276:25	347:4 360:18	298:4	333:6 336:2	344:3 368:20
standardly	stayed 177:22	361:6	substantial	supporting	sustainable
232:22	staying 83:21	streaming	62:6 328:16	261:25 357:6	131:21 228:8
standpoint	100:9	293:25	substantially	supportive	sustained
287:6	steal 54:5	streams	7:16	160:16	25:14
stands 312:6	369:23	293:14 347:10	substantive	supports	SVN 147:18
start 24:11	stellar 262:19	Street 166:2	142:7	330:17 335:10	SVNs 147:22
25:14 26:5	stenographic	194:15 241:6	substitute	suppose 197:17	148:5
41:14 48:14	377:1	292:4 301:16	213:14, 15	supposed	swap 112:1
81:13 112:6	step 121:17	328:22 340:4	success 37:24	62:12 270:10	Swenson
164:23 166:18	235:13 236:17	streets 52:12	82:21 141:16,	sure 2:25	361:14
208:11 253:6	238:16	151:24 159:14	18 213:3	16:19 25:1	swimming
278:24 292:16	steps 129:10	208:22 294:8	240:2, 3 250:8	28:2 34:19	318:16 334:18
305:12 306:24	299:23	stress 305:20	360:6 366:16	52:21 59:24	sympathetic
308:25 310:3	Steve 320:2, 10	306:20 347:9	successful	71:21 82:4	230:12
			122:16 159:8	84:18 88:5	

system 11:13 15:15 52:23 75:1 90:20 91:10, 11 158:11 181:16 183:24 188:24 243:15 297:21 300:14, 24 301:20 341:2, 10 359:15 362:4 systematic 370:22 Systems 53:9 90:15 91:13 149:6 209:22	takes 71:11 249:13 250:4 251:17 257:21 360:12 talent 229:21 talented 360:21 talk 12:2 15:18 17:4 28:9 29:24 30:6, 19 32:2 53:5 59:24 61:19 79:19 102:15, 17 113:5 114:2 125:12 142:2, 8 154:12 169:5 171:7 174:2, 5 175:16 176:9 179:8 182:12 209:16 246:13 271:3 315:7 320:2 339:2 342:5 343:3 346:3 348:12 349:3 359:10 361:5 talked 36:15 38:3, 21 43:8, 24 67:21 122:12, 13 125:4 178:20, 24 179:5 209:23 222:24 246:10 257:13 310:23 313:5 314:7 331:1 335:3 336:25 349:13 362:14 363:8 talking 17:19 44:1 53:12 65:7 80:4 85:14 115:1, 3, 12 121:22 122:14 124:2 161:5 166:10 167:2 170:23 175:21, 23 176:2 180:7 204:23 206:3, 14 212:16 217:15, 17 221:16, 17 223:21 230:13 267:12 281:19 287:17 288:8 308:25 327:14	335:7, 11, 12 340:25 341:2 354:23 355:4, 13 368:19 TANEHA 377:11 tangled 12:4, 6 14:3 15:5 16:9, 11 17:2, 10 18:11, 22 36:6, 24 37:9 39:6, 22 42:20 45:4, 12 46:2 51:14, 21 61:10 67:20 68:11 70:9, 18, 20 71:25 72:7 74:7, 14, 24 77:10 81:10 83:1, 2 86:20 tangleds 56:4 tangles 70:7 Tap 308:18 361:23 target 156:16 targeted 152:11 214:12 239:9 240:9 301:23 targets 313:18 316:1 323:15 Task 262:8 263:9 311:7 tasked 90:12 Taurse 166:14 Taus 166:14 Tax 7:7 48:13 56:3 72:18 101:19 104:12 147:1 153:9 200:15 260:3 265:11 287:3, 8 taxes 55:25 56:6 206:25 287:13 288:14 taxpayers 55:16 teach 38:5, 6 76:25 359:9 teaching 36:13 team 41:17 47:7 59:21 84:11 93:10 115:7 117:24 123:16, 20 132:12 146:2 151:21 152:3 160:2 165:3,	20 167:7 177:6 178:15 187:8 199:10 208:16 215:15 216:9 219:16 225:3, 24 228:22 271:22 290:1 324:13 344:17 346:11, 12 348:5, 6 374:19 375:10 Teams 1:1 2:12 9:14 161:14 375:25 tear 162:15 tearing 311:6 355:14 tease 305:3 tech 36:15 134:7 144:22 287:6 technical 7:13 16:19 41:12 52:20 73:25 86:13 150:13 361:11 362:18 technically 23:12 25:17 44:14 47:9 66:3 87:24 88:3, 16 89:8 200:2 techniques 302:20 technological 287:2 technologically 230:7 technology 44:9, 16 90:3, 13 146:10 155:3, 20 181:9 209:19 244:6, 7 245:7 technology- oriented 90:8 tee 34:25 35:3 teed 41:3 teeing 307:15 tell 12:7 13:25 18:4 28:12 31:23 32:13 42:6 43:16 44:22 45:5 46:1 52:13 55:20 56:12 62:2 68:25 75:11 98:1 114:18	154:16, 24 167:8 170:4 171:10 173:14 179:20 201:1 209:1 232:6, 13 242:12 251:1 252:11 276:9 292:5 305:17 349:7, 15 351:12 359:19 telling 21:1 22:24 24:12 32:5 46:13 266:7 tells 224:16 276:12 temperature 372:13 373:4 temperatures 302:25 356:2 temporary 365:22 tenant 174:5, 8, 22 244:18 269:12 282:5 tenants 187:23 188:12 189:11 271:9 tend 168:21 201:18 223:16 235:13 tends 169:22 247:5 281:4 285:11 tens 287:17 term 37:3 terms 7:3, 14 82:22 101:15 106:19 113:1 136:7, 9 141:7 155:23 160:12, 21 161:14, 19 162:13 173:10 181:22 183:14 195:5 201:2 206:16 211:19 212:6, 10, 15 224:1 225:22 237:20 240:6 247:20 248:4 249:9, 10 251:17 264:15 283:8 Terrell 260:9 test 13:18 100:18 360:12 testament 43:21	testify 9:2 10:1 31:21 57:9 93:25 145:8, 10 291:17 292:22 304:9 testifying 112:23 testimony 2:15 8:25 9:20, 22 10:12 11:1 21:22 24:7 29:4, 13 50:8, 25 56:18 92:24 93:11, 18 94:11, 17 97:20 124:23 132:18, 20 133:8 136:22 145:20 146:3 227:5 291:3 292:16 293:5, 22 318:4 testing 149:5 tests 100:12 Thank 2:3, 5 8:15 11:13, 18, 21 15:13 16:24 21:9, 13 32:23 33:6, 7 35:9, 11, 14, 21, 25 37:17 39:18 40:11, 19, 20, 21, 23, 24, 25 41:2, 9, 16, 17 42:4, 10, 12, 18 43:25 45:1, 17, 19, 20 46:20, 21 47:15, 18 48:11, 15, 18, 19 50:14, 16, 18, 22, 24 59:8, 10, 11, 13, 16 61:9 62:3, 25 63:2, 10, 14, 21 66:6, 25 69:4 71:8 77:20, 21 78:17, 18, 20, 24, 25 79:10 81:18 82:7, 10, 11, 13 83:25 84:6 92:8, 12 93:2, 3, 5, 11, 17, 19, 20, 22 94:3, 8, 13 97:11, 14, 18, 19 109:23 110:2, 10
--	--	---	---	---	--

115:16, 18, 21	14, 16, 19, 21,	207:3 209:10	17 234:8	123:12, 13	18 143:12
118:7 119:8	22 356:13, 14,	210:8 211:15	235:25 236:14	124:12 125:19	144:12, 17
120:14, 16	15, 17, 20, 24	213:18 214:4	237:3, 10	127:14, 17	146:16 148:18
123:6, 7, 8, 10,	357:15 362:10	220:23 222:10	238:6, 20	130:16, 18	151:17 161:11,
13, 20, 22, 25	365:11 366:19	223:8, 19	239:3, 5, 19	131:24 132:8	12 170:11
125:19 129:17,	374:18, 25	224:3, 4, 6	240:1 243:22	208:7, 8	172:17 175:14
18, 19, 22	375:5, 9, 10, 11,	231:3 237:24	245:1, 6	214:21	179:4 183:1
130:6, 12	16, 18, 19, 25	239:2, 11, 13,	247:11, 13	thought 18:6	185:8 189:12
132:8, 9, 11, 12,	376:1, 3	14, 22 241:3	248:21 251:13,	44:13 156:9	201:17 202:10,
14, 16, 19	thanked 356:8	244:8 246:19	20 252:6, 19	199:18 231:24	13 203:6, 11
136:25 137:7,	thanking	247:19 248:4	255:19 256:24	258:16 284:25	205:7, 14
10 141:4, 22,	177:5 357:3	249:2 255:18	260:21, 24	287:22 318:17	207:5 213:2
24 143:5, 7	thanks 42:6	266:4 278:20	261:9, 14, 17	thoughtful	215:11 225:12
144:6, 8, 10, 22	165:2	287:15 290:17	265:6 269:7, 9	303:16 339:19	232:20 241:16
145:1, 13, 17,	theft 128:7	295:20 317:14	272:13 273:2	thoughts	243:25 245:23
22 151:13, 19,	thereof 37:21	325:16 326:4	276:15 278:13	202:7 274:19	249:13 250:6
20 164:16, 20,	111:9	333:20 339:15,	280:9, 12, 23	thousands	253:20 263:13,
24 167:22	thin 237:9	25 347:19	282:8 283:9	60:15 266:23	23 272:10
174:22 176:18,	thing 102:6	354:20 364:3	284:20 286:9	269:13	279:10 281:8
21, 25 177:2,	104:8, 14	think 15:24	287:11 306:3,	thread 341:22	292:8 320:19
25 178:13	118:4 140:24	17:22 20:21	11 315:6	threat 2:9	323:6 331:21,
186:24 187:7,	141:22 142:24	21:21 35:5	328:24 333:11,	three 53:14,	23, 24 342:15
8, 14, 16, 19	156:15, 19	36:9, 10, 19	13, 21 335:20	20 68:19	343:18 349:20
190:6, 13, 16,	161:20 170:7,	41:4 42:24	336:5, 14, 15	138:15, 20, 23	351:13 352:3
23 198:21, 23	8 181:21	44:10 51:25	337:8 340:22	179:6 202:24	354:13 366:3
199:1, 12	189:10 193:11	68:6 75:25	343:7 345:2	230:2 299:8	369:14 375:24
207:22 208:1,	195:6 201:6	76:6 77:23	346:6, 23	300:12, 21	timeline 83:16
3, 5, 8, 11	203:22 211:2	78:2, 4 80:3	350:13 353:12,	threshold 46:6,	timelines 147:8
209:8 210:2, 3,	220:18 225:14	86:21 89:23	19 355:10, 20	7 109:4	timely 222:9,
6 214:21, 23	230:17 231:9	101:21 102:5	363:23 372:6	255:10 311:24	16
215:1, 4 217:2	237:19 241:10	103:2 104:3, 8,	thinking 19:20	326:17	times 64:10
225:3, 4, 6, 9,	242:6, 25	14 108:16	43:18 48:7	thrive 14:15	139:18 146:19
12, 14 236:24	244:14 249:12	111:2 112:19	122:24 287:16	thriving 14:16	212:7 220:3
237:1, 3, 6	256:5 272:13	113:18 114:23	315:17 316:13,	throes 51:10	245:3 252:22
245:22, 24	347:5 367:1	118:3 119:2, 9	17 317:3	throw 126:14	336:8
246:1, 4, 6	372:6	122:2, 11	343:8 344:5	thunder	tips 95:20
249:24 256:25	things 13:24	126:9, 12	372:12	369:24 371:4	title 12:4, 6
257:4, 8, 10	21:24 36:14	127:6 128:10	third 205:23	Thursday	14:3 15:5, 11
263:21, 25	37:15 54:12	129:10, 13	206:5 223:25	37:25	16:10, 12 17:2,
264:2, 5, 7	66:13 75:2	130:4 134:17	240:25 241:15	ticket 232:9	10 18:11, 22
272:21, 22, 24	90:13 100:24	135:4 137:18	243:20 263:24	tied 36:7	37:9 40:13, 14
273:9, 11	108:7, 9	141:14 156:10	277:20 282:9	Tiered 296:8	43:7 50:5
282:19, 21, 23	111:20 114:24	159:6 160:11,	285:25	time 9:12	51:11, 14, 21
283:1 290:2, 4,	119:11 124:3,	19 161:7, 15	THOMAS 1:1	12:3 15:7, 8,	52:2, 9 53:10
7, 20, 25 291:2,	25 125:8	179:1 192:20,	5:19, 20 21:15,	19 17:8 21:21	54:9 71:16, 25
3, 9, 11, 20, 23,	140:4, 5	23 193:12	16 23:4, 24	25:10, 16	74:7, 14 77:10
25 292:2, 10,	142:11 143:15	194:22 195:18	24:6, 18, 23	26:13 29:2, 3,	81:10 83:1, 13
14, 20 293:3	154:5, 17, 18	198:5 200:4, 6,	25:23 26:7, 12	16 33:13, 15	211:19, 22
294:2 304:1, 8,	155:24 158:6,	7 202:5 207:4	27:11 28:15,	34:3, 12, 15	215:18
11, 17 305:6, 9	21 159:5	210:9, 12	18, 22 29:1	35:6 46:14, 15	titles 6:12
308:14, 16	160:20 161:10	211:1, 6, 10, 15,	30:9 33:2, 6,	50:25 53:22	19:3 22:1, 2, 7
315:1 317:21	162:8, 21	17 212:3, 14,	11 63:13, 14	55:10 56:13	23:23 36:6, 24
318:1, 3, 19	173:25 176:8	18 213:3, 17	64:5 65:4	57:4 60:18	39:6, 22 42:21
323:3, 4	182:6 186:13	214:7, 12	66:6 67:3, 12	64:8, 9 69:23	45:5, 12 46:2,
325:10, 11	188:9, 10, 13	221:13 222:7,	68:18, 24 70:6,	70:24 72:1, 4	11 50:12
326:20 327:2,	191:12 193:6	11, 17 223:12,	15, 23 71:8	83:6 97:16	61:10 67:20,
7 332:9, 25	194:12, 13	24 228:21	74:15, 20	102:2 112:5	25 68:2, 11, 20,
342:15, 16, 19,	197:4, 18	229:16, 22	75:24 76:15	120:9 130:17	21 70:9, 18, 21
23, 25 348:3,	203:5 204:23	230:19 231:10,	77:9, 21	136:14 141:9,	72:7 74:24

83:2 86:20 213:11 360:2 today 2:6 8:16 9:1 10:21 17:7 34:21 41:12 50:25 69:8 92:8 94:15 143:12 144:14 145:3 146:1 225:12 227:5 290:3 291:3, 14 292:14, 23 293:5, 7, 23 342:15 354:19 today's 89:20 144:19 145:2 told 19:1 67:14, 17 189:18 351:25 360:7 tomorrow 162:11 ton 198:7 tool 147:23 148:24 153:2 158:7 236:16 244:11 tools 101:17 148:23 265:7 270:24 284:20 top 85:8 131:7 234:21 246:24 317:23 341:16 topic 102:16 126:25 207:10 total 68:20 179:11 217:25 236:8 329:21 totally 81:3 totals 295:14 touch 121:15 362:12 touched 42:14 tough 123:23, 24 239:18 tour 37:23 57:15 58:8 166:1 177:19 304:17 tours 177:11 town 344:15 Tracey 10:3, 14, 19 track 77:6 150:3 267:25 trade 147:22	trades 360:1 365:18 traditional 315:12, 22 316:8 traditionally 273:14 284:12 tragedies 174:12 tragedy 273:23 training 149:16, 22 156:3 168:3 183:6, 16, 20 184:2 223:4 229:13 363:10 365:7, 24 transactions 298:7 transcribe 149:8 transcript 377:1, 19 transfer 19:21 26:15, 18 40:15 66:10 295:22 transferring 43:22 45:13 transfers 83:22 translate 39:24 translated 158:11, 12 translates 172:20 298:18 translating 158:17 transmission 297:1 transmissions 297:9 transparencies 187:25 transparency 107:12 116:21 148:22 transparent 116:17 298:8 342:6 trash 96:3 193:9 336:5 traveling 205:6 traverse 334:15 treat 29:20 303:2 treated 359:1 treatment 293:13 299:12	300:13 304:19 315:16 328:11, 19, 23 345:8 355:15 Treaty 361:20 tree 15:9 tremendous 148:17 173:6 248:8 270:20 tremendously 122:4 trends 189:9 372:18 trickery 54:2 tricky 206:1 282:7 tried 315:12 351:21 tries 344:20 true 114:12 126:11, 23 180:8 315:13 349:10 truly 231:13 357:4 Trust 16:22 56:23 164:11 try 62:23 63:15 69:24 85:21 125:9 166:12 237:9, 11 242:15 281:25 312:5 316:2 317:2 319:23 345:24 359:11 362:8 375:13 trying 30:8 54:5, 11 71:17 72:23 77:6 99:2 105:2 157:23 166:6 176:12 188:11 200:5 203:6 227:22 239:3 246:19 252:3 269:9 280:1 302:4 312:2 337:6 338:15 340:2 341:23 346:21 347:22 361:23 363:25 370:1 373:6 tub 355:16 Tuesday 166:25 195:15, 16 196:6 375:23	tunneling 315:18 Turbo 147:1 turn 34:16 79:4 turnover 228:10, 18 turnovers 228:14 turnpike 55:24 twice 320:24 two 44:22 49:7 53:20 64:2 68:19 85:3 112:22, 25 114:23 115:8 130:21 142:3 159:8 161:24 182:22 184:20 194:6 211:15 217:8, 11 219:11, 16 226:19 227:11 231:16 235:8 237:24 258:16 261:7 264:25 266:18 283:3, 20 297:1 310:14 323:21, 22 328:4 330:12 347:9 355:6 359:17, 23 374:9 twofold 76:21 196:13 type 29:4 74:22 76:14 78:12 112:1 121:2 139:1 141:7 147:19 241:10 252:13 256:5, 16 275:7 326:8 358:6 types 52:2 54:12 76:17 184:21 204:1 221:23 347:16 typical 170:25 326:18 typically 121:8 157:20 160:3 168:17 170:3 171:5, 25 175:1 182:8 184:20 185:4 186:16 194:9 201:7 205:11 213:12	220:14 234:16 242:5 243:12 254:10 255:19 258:25 266:20, 25 275:24 277:19 281:7 324:25 367:21 368:19 < U > U.S 180:20 323:12 Ultimately 329:19 unable 351:23 unannounced 193:14 unbearable 231:15 271:19 uncertainty 102:7, 10 104:15, 17 underage 281:5 underground 209:21 274:13, 22 276:25 279:19 355:11 underneath 88:8 underserved 324:25 343:16 understand 16:22 19:9, 11 23:9 24:2 56:24 82:18 84:19 88:5 101:22 113:25 117:15 118:10 136:5 142:23 152:15 217:16 224:21 230:11 236:4, 11 238:25 259:13 275:12 279:11 310:15 312:12 340:12 367:10 368:15 373:7 understanding 12:3 22:5 23:25 31:17 40:7 44:12 65:10 66:14 70:18 118:23 132:1 152:10, 12 203:25 204:2 285:1 311:14 319:14 370:1 372:22	understood 43:1 155:22 348:2 undertake 288:16 undertaken 363:6 undertaking 175:11, 20 Underwood 189:7 unforeseen 294:23 Unfortunately 245:2 252:19 254:22 ungrabbed 275:4 uniform 231:2 union 100:12, 13 135:10 unionized 131:14 135:1 136:12 206:2 unique 39:7 Unit 11:9 15:6 23:1 47:6 64:23 65:24 76:12 85:11 86:8 129:7 159:23 165:10, 21 169:21 179:12 183:21 186:5 210:19 216:18, 21 217:9, 10 219:2, 5, 8, 17 220:8, 12 221:7 232:11, 15 233:24 234:2 260:5 264:17 265:1 268:5, 16 units 86:1 175:23 183:6 217:8 265:23 267:18, 19, 22 285:16, 17, 18 286:3, 7, 11, 25 universe 274:12 universities 100:3, 4 122:20 299:3 University 100:9 218:14 unlawful 220:14 243:25
--	--	---	--	---	--

unlawfully 260:18	upset 140:16 266:21	vacant 85:10 88:9 97:2	viewpoint 137:19	vulnerability 337:19	143:3 154:12 155:15 157:3, 22 164:23
unlicensed 264:17, 22 265:1, 9, 22 268:4, 16 269:11 287:19	upside 248:25 upskill 363:11 365:6	160:3, 7, 10 161:22 224:12, 13 282:4	Village 297:4 313:8	< W > wage 96:23 101:19 131:11 132:6	165:1 166:22 175:14 177:19, 25 181:23, 24 190:22 192:24
unnecessarily 297:24	uptick 161:22 262:12	vacated 87:23	violation 147:18, 19, 20 148:25 184:12 196:1 232:10 234:1 289:6	wait 58:6 138:20, 23 349:18 360:11	193:23 199:8 204:8 208:11 209:10 210:2 213:25 214:3, 4 235:21
unnecessary 150:1	upwards 80:20 81:15 156:4	validate 72:17	violations 147:15, 25 174:4, 7 178:9 195:1 235:17 238:3	waiting 140:11 356:10	237:22 238:8 241:18 252:11, 16 254:24, 25 261:22 262:4 263:19 270:5, 12 271:15, 23 272:25 275:11 289:14 290:19 291:2 292:8 294:1 298:7, 8 304:16 305:24 307:8 312:22 317:10 324:3, 20 327:4 331:22 335:4, 7 340:16 342:5 344:13 347:6, 16 348:2, 24 355:24 357:1, 15 358:24 363:14 364:5 374:4
unnoticed 362:15	urge 230:17 271:21	valuable 170:9	vanguard 244:14	waive 80:7	wanted 13:18 15:20 16:18 21:20 33:24 42:9 44:19 53:5 74:18 79:19 81:20 178:13, 18 187:21 189:5 225:15 257:11 259:20 260:1 262:22 263:3, 13 264:8 284:25 308:25 309:12 310:1 318:5, 22 325:14 340:24 343:3, 7 350:18 357:17 362:16 368:5 373:23 374:15 377:22
unpermitted 250:18	urgency 20:13 121:11	value 169:13	variables 347:21 371:9	waived 71:24 81:3	
unprecedented 42:3	urgent 51:15 270:15 271:18	values 240:7	varies 220:23	waiving 19:1 80:1	
unregulated 281:12	usable 254:17	variety 153:19 173:4 277:17	violators 236:14	walk 158:2 174:19 191:3 192:4 351:7, 13	
unscrupulous 236:18	usage 126:3	various 82:16 106:18 108:6 156:18 214:5, 6	violence 52:9 96:3 97:5 114:7 116:8 117:17 121:12 137:21, 25 138:5 143:4 159:4 215:25 216:5, 7 224:25 225:21	walking 151:24 361:1	
untangle 22:1, 3, 7 23:23 43:7 46:12, 17 67:25 71:16 75:20	use 9:13 39:15 44:8, 16 60:12 112:3 118:13 126:6 136:17 152:22 153:17 154:19 155:14 156:3, 17 180:2	vary 240:19	VIP 42:23 79:14	walkthrough 292:2	
untangled 19:3 23:2 50:5, 11 68:1, 19, 21	untangling 53:10	vast 185:6 266:15	virtual 92:17 148:8, 13 156:22, 23 157:1, 16	Wampum 57:16	
untangle 22:1, 3, 7 23:23 43:7 46:12, 17 67:25 71:16 75:20	untitled 70:8	Vending 165:10, 11, 16	virtually 282:3	wand 339:13	
unusual 157:13 228:15 278:19	unusual 157:13 228:15 278:19	vendors 23:14 67:5 92:4	virtue 103:24	want 16:1 17:25 21:23 29:3 30:12, 13 31:16 32:11 33:13 34:3, 7, 17 35:21 40:12 41:14, 16, 17 42:2 43:25 44:21 45:20 51:3 54:21 57:3 59:24 60:3 63:11 64:14 67:12 74:10 77:25 79:10 81:25 82:5 83:6 84:10, 11, 18 89:23 94:8 97:8, 11 109:15 110:11, 15 116:2 117:14 119:17 120:5 121:13, 17 123:19 124:13 125:5, 9 126:7 127:24 128:12 134:13 137:3, 12, 14 139:14, 21, 25 140:9, 17, 19, 24	
upcoming 13:2 187:4 295:9	uses 175:5	venture 288:24	vision 209:17 300:9	wampum 57:16	
update 300:14, 19	usually 48:4 232:24 349:23	venues 60:15	visionary 315:25	wand 339:13	
updated 97:24 188:6 369:11	utilities 355:1 358:15	versus 48:2 80:1 154:20 220:8 221:14 266:8 345:7 362:22	visit 184:11, 14 362:7	want 16:1 17:25 21:23 29:3 30:12, 13 31:16 32:11 33:13 34:3, 7, 17 35:21 40:12 41:14, 16, 17 42:2 43:25 44:21 45:20 51:3 54:21 57:3 59:24 60:3 63:11 64:14 67:12 74:10 77:25 79:10 81:25 82:5 83:6 84:10, 11, 18 89:23 94:8 97:8, 11 109:15 110:11, 15 116:2 117:14 119:17 120:5 121:13, 17 123:19 124:13 125:5, 9 126:7 127:24 128:12 134:13 137:3, 12, 14 139:14, 21, 25 140:9, 17, 19, 24	
updates 146:14 309:23	utility 265:11	vetting 186:18	visited 361:20	wand 339:13	
updating 245:21	utilize 164:9	viable 256:2 355:3, 22	visiting 357:8 361:19	want 16:1 17:25 21:23 29:3 30:12, 13 31:16 32:11 33:13 34:3, 7, 17 35:21 40:12 41:14, 16, 17 42:2 43:25 44:21 45:20 51:3 54:21 57:3 59:24 60:3 63:11 64:14 67:12 74:10 77:25 79:10 81:25 82:5 83:6 84:10, 11, 18 89:23 94:8 97:8, 11 109:15 110:11, 15 116:2 117:14 119:17 120:5 121:13, 17 123:19 124:13 125:5, 9 126:7 127:24 128:12 134:13 137:3, 12, 14 139:14, 21, 25 140:9, 17, 19, 24	
upfront 26:5 188:13	utilizing 117:7 369:1	VICE-CHAIR 1:1	visits 304:7	wand 339:13	
upgrades 313:22	< V >	victimized 353:25	volume 79:3, 4 298:5	wand 339:13	
upheld 268:12	vacancies 85:6, 7, 21 86:21, 25 87:18, 24 88:3 166:23 167:9, 11, 15 178:21, 22 216:18, 22 227:13 228:7	victims 96:13 224:11	voluntarily 113:13, 14	wand 339:13	
upload 277:24	vacancy 87:3	video 148:13 244:8	voluntary 219:19	wand 339:13	
uploaded 188:6 189:21		videos 44:10 155:25 156:17	volunteer 52:19 73:7 296:17	wand 339:13	
uploading 147:14		vie 309:21 312:16	vote 108:11 117:2	wand 339:13	
uploads 188:12 upped 46:6		view 2:14 viewers 9:5	voted 67:16 vulnerabilities 302:21	wand 339:13	

wants 110:17 139:22 247:23 325:1	330:3, 20, 21, 24 337:2 338:24 339:6 340:2, 15 343:24 346:8 347:3, 23 348:13 349:3, 12 350:25 354:17 355:5, 6, 15, 16 356:1, 5, 7 357:3, 9, 21, 24 358:3, 14, 22 359:3 361:3 363:5 364:21 367:14 368:14, 23 369:3, 25 370:13 371:9, 16, 25 374:2, 20	326:19 339:20, 24 347:18 353:9 354:1, 6 355:22 361:5 364:1 365:4 370:10 372:18 ways 38:20 155:4 157:18 175:12, 13 180:3 211:20 229:4 232:7 248:2, 13 259:8 288:18 289:17 302:13 316:14 370:7 wealth 14:8 45:13, 14 weather 337:23 web-based 146:12 website 156:1, 16 188:11 websites 148:20 Wednesday 1:1 wee 279:24 week 20:24 60:23 74:3 112:22 117:18 129:9 138:16 177:12 260:8 304:3 weekend 65:22 194:17 196:24 197:5 207:16 219:15 220:3 238:8 242:24 243:3 weekends 194:3, 7 195:20 weekly 159:25 312:18 324:17 326:21 weeks 112:25 121:18 138:20, 23 160:25 161:20 weird 156:13 welcome 21:11 67:1 130:15 190:8, 19 240:24 257:2 304:9 311:12 Well 13:10 17:5 26:9, 16,	24 30:24 32:8 45:25 48:17 57:21 60:13 61:2, 7 65:18 75:10 77:4 88:13, 23 92:7 93:1 96:20, 25 97:18 98:16 125:10 127:2 138:25 145:14 149:20 163:10 164:9, 16 169:4 170:1 172:3 173:13 174:18 179:13 191:10 194:20 197:21 198:3 206:9 208:16 209:22 218:12 228:25 234:16 239:24 246:16 264:11 268:17 273:24 276:12 281:25 288:19 289:4, 25 290:22 302:14 306:19 307:21 308:23 310:5, 24 312:9 314:7 315:1 320:9 322:11 331:4 338:3, 23 339:22 358:14 359:1 361:4 363:22 366:19 369:21 374:16 went 16:15 22:22 50:5 57:14 87:20 91:11 114:10 116:24 160:24 177:15 259:3 351:8 353:10 We're 2:4 15:4 18:1, 4 22:24 25:2 27:4 28:3 31:10 32:23 33:1, 21 34:14 44:5 46:9 47:1 52:1, 18 55:20 62:18 71:16 72:15, 16, 23 73:22, 24 74:11, 13 76:18, 24 79:20 84:23 85:19 86:12,	16, 18 90:14, 20 91:13, 16, 18 92:21, 25 100:15 104:10 108:12 113:18, 19 114:13 115:1, 3 119:13, 16 120:3, 24 124:2 125:6 134:24, 25 135:18 136:14, 16 140:3 142:24 150:23 153:7 158:5, 14, 15, 22 161:12, 21 166:5, 6, 10 171:10 172:3 173:14, 17 175:21 180:6 182:4, 6 184:15 185:15, 16 186:17, 18 188:10, 21 189:25 193:15, 24 198:6, 9 201:9, 24 202:13 203:5, 6 204:23 205:2, 15, 17 209:21 211:13 212:8, 16 214:5, 15, 19, 20 216:6 221:16, 17 223:21 224:16 227:10 229:20 230:13, 14 231:18 238:17 239:3, 14 244:24 246:17, 19 248:1, 12, 16, 21 249:9, 17, 19 254:13, 23 255:11, 14, 19 261:11, 20 262:21 267:16 278:24 282:15 283:10 285:8 288:8, 11 302:4, 10 305:13, 18 310:5, 7, 10, 17, 18 312:2 313:20, 22 314:1, 15, 16 315:13 316:13 319:21, 22	324:21 326:7 328:15, 22 329:24 333:22 334:4, 10 335:12, 20 336:13, 17 337:17, 18, 19, 24 339:16 340:13, 25 343:11 346:15, 18, 21, 24 347:22 349:23 354:23 355:4, 13 357:20 359:6 360:13 361:22 362:1 363:9, 15, 25 364:19 368:1, 19 369:13, 18 370:8, 10, 25 371:18, 23 374:12 West 19:23 217:4, 7, 10, 12, 13, 15, 17, 20 218:11, 13, 17 297:6 western 217:16 wet 328:18 333:25 336:8 337:22 we've 18:23 39:4 44:1 45:2 47:24 57:25 68:19 77:13 80:23 84:12 101:10 103:4 114:5 116:18 139:19 140:14 154:1 158:5 161:11 175:12 176:11 177:9 200:25 213:2 221:24 245:18 246:20 251:15, 19 252:7 260:16 262:12 269:2 270:24 271:5 274:19 288:17 296:15 301:2 305:1, 2 306:4 309:1 314:6 316:24 320:12 324:16 326:4 336:16 340:1 344:18 365:12, 17 366:2
---	---	---	---	--	--

369:7 371:11 372:6, 9, 11 whatever's 220:3 whatsoever 352:7 White 99:7, 21 110:5, 8 wholeheartedly 155:22 who've 125:7 wide 125:25 153:19 341:5 willful 235:15 William 57:10 willing 211:13 214:18, 19 339:23 willingness 375:12 Wills 9:20 10:2, 15, 20 11:1, 4, 7 19:12 21:2, 22, 25 22:17 23:20 38:9 42:1 55:17 56:24 57:19 59:19 63:17 64:13, 16 66:8, 15 72:17, 18 87:14 88:18 90:14 Wilson 42:6 61:23 Win 99:7, 16 wind 222:4 258:23 window 240:2 windows 266:13 Winslow 99:13, 22 wish 9:15 307:9 349:18 wished 13:8 wishes 106:22 withhold 265:17 witness 93:24 111:6, 7, 11 143:11 145:7, 9 291:15, 16 witnesses 8:25 9:11 111:15 112:2, 9, 16 115:2 375:8 Wizard	146:22, 25 women 298:20 wonderful 314:10 wondering 59:20 65:13 66:18 134:19 269:16 368:22 word 23:19 38:20 77:1 194:14 words 2:25 work 27:1 35:21 37:9 41:22, 24 50:13 57:5, 19 61:16 67:7 79:16 81:21 82:8 86:8 90:16 92:9 93:22 97:9 110:12 117:16 118:17 120:21 123:18, 21 126:18, 25 128:5 136:15, 18 139:17 140:13, 16, 25 142:6 146:25 150:12, 14 155:6 158:5 160:13 165:1 166:21 167:25 176:9 177:25 178:14 180:4, 9 186:15 187:9, 12 194:7, 17, 19, 20 195:14, 17 196:15 203:9 204:2, 12, 13 205:24 208:15 209:7 213:21 215:14, 15 217:8 219:1, 10 222:20 224:21 228:21, 23 230:5 242:22 245:17 249:13, 22 250:18, 19 251:4 253:22 255:23 258:18 263:7 269:6 273:12, 16, 18, 19 289:25 291:4 293:10 294:7 297:19 303:12 304:3	306:22 308:21 309:1, 15 310:2 317:13, 17 318:4, 13, 20 322:5 327:11, 12 330:22 333:23 337:16 348:8 349:11 356:10, 12 357:14 358:23, 24 359:8 360:4, 8 361:2 362:11 363:19, 20 365:18 367:10, 23 368:21 373:16, 18, 20 374:1, 21, 24 375:12 worked 18:5 23:12 68:8 177:7, 9 208:20 262:16 294:8 309:4 356:6 359:20 366:2 workers 348:13 350:1 357:3, 9 363:11 workflow 90:21 workforce 131:14 135:1, 10 136:13 167:3 169:5, 15 192:3 206:2 230:7 304:2 309:18 348:12 355:25 357:18, 24 358:12, 16 359:10 363:10 367:12 374:1, 5 working 39:11 42:17, 22 43:17 53:20 62:16 82:9 90:14 97:5 117:15 118:20, 22 122:8 126:16 158:14, 15 169:13 185:22 188:18, 21 189:5 193:15 195:10, 20 196:2 219:16 231:1	246:17 250:22 261:11 300:19 303:14 310:8 314:17, 18 319:3, 6, 8 323:12 324:11 325:22 326:22 328:15 343:20 348:4 357:12 361:9 362:23 365:13 367:6 369:1, 16 373:17 374:21 workload 223:12 227:18, 21, 23, 25 231:15 workloads 223:16 works 70:25 137:23 142:13 210:20 304:7 314:5 359:13 world 172:25 173:2 276:4 355:19 worried 351:24 worries 191:21 worry 196:13 231:11 289:12 worset 345:3 worst 278:15 worth 14:4 55:8, 19 80:20 113:3 206:14 207:5 211:10 251:21 289:4 339:4 worthwhile 123:1 wound 349:5 wow 74:7 wrestling 51:11 writing 53:7 78:11, 16 147:15 216:19 290:14 368:8 374:18 375:3 written 125:4 227:5 wrong 175:8 191:11 266:11 285:4 wrongdoing 235:15 wrote 117:19 137:16	< Y > y'all 15:12 29:20 38:15 64:5 165:4 Yeah 12:13 17:19 24:13 29:1 33:6 82:25 87:7 104:19, 25 105:16 109:11 119:5, 8 134:13 162:6 180:15, 25 190:4 217:20 228:13, 20 229:6 234:12, 20 244:9, 24 248:12, 15, 20 249:21 251:12 258:4 267:21 272:13 275:2 284:11 289:7 314:25 327:6 328:7 337:17 346:6 351:15 361:4 364:17 371:8 373:10 Year 6:21 8:1, 5 11:2, 8 26:24 27:2 55:2, 3, 5 66:8, 20 67:15 69:1 70:10, 12 72:4 74:25 88:1 89:15 91:17 97:3, 10 98:9 116:12, 25 120:8 127:11 146:5 149:12 151:15 168:12, 14, 23 171:4 176:1 177:8 182:4 183:10, 11 186:20 187:4, 10 198:3 199:23 200:6, 16 201:10, 15, 17 226:21 227:2, 3 231:23 232:1, 15 234:4, 14 235:5, 18, 23 236:1 248:18, 21 253:17 264:12, 13, 14 268:21, 22 283:9 293:6	295:13, 16 297:1 298:3, 14 301:1, 25 302:2 303:13 328:8, 9 340:5 341:23 360:7, 11 Years 6:15 8:3 13:2 36:19 37:4 53:4 61:17 68:19 77:11 101:21 103:3, 5 106:5 107:19 119:22 138:10, 12, 15, 22 140:7 154:14 156:10 157:6 161:18, 24 167:10 169:17 170:2, 5 176:12 181:1, 8 198:15 228:15 245:14 246:22 247:2, 7, 10 278:18 286:16 289:15 301:11 302:4 307:6 310:22 311:11 339:1, 5 345:5 354:16, 21 358:4, 17 367:16 371:12 372:19 year's 163:1 Yelverton 61:22, 24 62:5 69:2, 5 70:11, 22 76:7, 9 78:18 yeoman's 42:7 273:19 yesterday 34:9, 22 38:21 102:17 124:20 125:1 259:25 yield 308:9 332:2 York 91:25 92:2 180:20 196:11 247:3, 5 278:17 335:9 young 37:1 150:18 318:14 358:20 359:17 361:24 362:13
---	---	---	--	---	---

365:1, 20
367:20 368:2
younger
243:21 359:9
367:12
yous 41:16
youth 359:14
365:20
Yup 52:5
184:6

< **Z** >

zero 270:3
zip 224:10
zoning 201:3,
7 278:7
280:16, 19