

Committee Of The Whole
March 30, 2016

COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEE OF THE WHOLE

Room 400, City Hall
Philadelphia, Pennsylvania
Wednesday, March 30, 2016
10:26 a.m.

PRESENT:

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

BILLS: 160170, 160171, 160172
RESOLUTIONS: 160180

Strehlow & Associates, Inc.
(215) 504-4622

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

1 - - -

2 COUNCIL PRESIDENT CLARKE: Good morning.
3 Call the hearing to order.

4 This is a Public Hearing of the
5 Committee of the Whole regarding Bills No.
6 160170, 160171, 160172, and Resolution No.
7 160180.

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

10 THE CLERK: Bill No. 160170: An
11 ordinance to adopt a Capital Program for the
12 six Fiscal Years 2017 through 2022
13 inclusive.

14 Bill No. 160171: An ordinance to adopt
15 a Fiscal 2017 Capital Budget.

16 Bill No. 160172: An ordinance adopting
17 the Operating Budget for Fiscal Year 2017.

18 Resolution No. 160180: Resolution
19 providing for the approval by the Council of
20 the City of Philadelphia of a Revised Five
21 Year Financial Plan for the City of
22 Philadelphia covering Fiscal Years 2017
23 through 2021, and incorporating proposed
24 changes with respect to Fiscal Year 2016,
 Strehlow & Associates, Inc.

(215) 504-4622

1 which is to be submitted by the Mayor to the
2 Pennsylvania Intergovernmental Cooperation
3 Authority (the "Authority") pursuant to the
4 Intergovernmental Cooperation Agreement,
5 authorized by an ordinance of this Council
6 approved by the Mayor on January 3, 1992
7 (Bill No. 1563-A), by and between the City
8 and the Authority.

9 COUNCIL PRESIDENT CLARKE: Thank you,
10 Mr. Stitt.

11 Today we continue the Public Hearing of
12 the Committee of the Whole to consider the
13 bills read by the clerk that constitute
14 proposed operating and capital spending
15 measures for Fiscal 2016, a capital program
16 and forward looking capital plan for Fiscal
17 2017 through the Fiscal Year 2022. Today we
18 will hear testimony from the Administration
19 on the Capital Budget and Capital Program.

20 Mr. Stitt, the first person to testify
21 is?

22 THE CLERK: Gary Jastrzab.

23 COUNCIL PRESIDENT CLARKE: All right.
24 Thank you.

Strehlow & Associates, Inc.
(215) 504-4622

1 (Witness approaches Table.)

2 Good morning.

3 MS. ADAMS: Good morning.

4 MR. JASTRZAB: Good morning.

5 Good morning, Council President Clarke
6 and Members of City Council. My name is
7 Gary Jastrzab. And I'm the Executive
8 Director of the City Planning Commission.
9 With me today is Anna Adams, the City's
10 Budget Director. We're here today to
11 present for your review and consideration
12 the recommended Fiscal Year 2017 to 2022
13 Capital Program and Fiscal Year 2017 Capital
14 Budget approved by the City Planning
15 Commission at its meeting of March 1, 2016.

16 The Philadelphia Home Rule Charter
17 directs the City Planning Commission to
18 prepare and submit to the Mayor an annual
19 recommended Capital Program and Budget. The
20 recommended program is a six year plan for
21 investing in the City's physical and
22 technology infrastructure, neighborhood and
23 community facilities, public buildings and
24 also includes critically needed specialty
Strehlow & Associates, Inc.

(215) 504-4622

1 vehicles. The budget recommends spending
2 appropriations for the first year of the six
3 year program. The projects included in the
4 recommended program and budget provide
5 funding to help meet the Mayor's goals for
6 improving our neighborhoods, expanding
7 economic opportunity, improving public
8 safety and operating in an efficient and
9 effective government.

10 Beginning each September, the staffs of
11 the City Planning Commission and the Office
12 of the Director of Finance's Office and
13 Budget and Program Evaluation work closely
14 with the Department of Public Property's
15 Capital Projects Division and City Operating
16 Departments to prepare the recommended
17 Capital Program and Budget. This
18 collaborative, labor-intensive and iterative
19 process aims to produce a program and budget
20 that balance the City's capital needs with
21 its constrained financial resources.

22 The City's debt ratio and our ability to
23 service this debt are key factors limiting
24 our ability to issue General Obligation or
Strehlow & Associates, Inc.

(215) 504-4622

1 GO bonds. If the City's debt ratio grows
2 too high, it could result in a reduction in
3 our bond rating and an increase in the cost
4 of borrowing. High levels of debt service
5 also crowd out other operating budget needs.
6 Nevertheless, the Administration is
7 committed to investing in the City's
8 infrastructure to the greatest extent
9 possible.

10 For Fiscal Year 2017, the Administration
11 recommends a Capital Budget based on \$177.2
12 million raised through new GO bonds. This
13 is an 18 percent increase over the last
14 fiscal year and will support more than 60
15 projects across 18 departments that rely on
16 GO funding to pay for capital investments
17 and also to leverage substantial funds from
18 federal, state and private sources.

19 In addition, projects totaling
20 \$374.2 million of previously appropriated GO
21 operating or PICA funds are recommended to
22 be carried forward into Fiscal Year 2017.
23 When all new and carried-forward funding is
24 considered, as well as funds from federal,
Strehlow & Associates, Inc.

(215) 504-4622

1 state and other sources including Aviation
2 and Water Self-sustaining funds, the
3 Administration recommends appropriations
4 totaling \$3.2 billion for the Fiscal 2017
5 budget year.

6 There also separate related borrowings
7 planned in Fiscal Year 2017. A hundred
8 million dollars for the Rebuilding Community
9 Infrastructure Initiative and \$50 million
10 for the Philadelphia Energy Campaign that
11 will further invest in the City's capital
12 facilities. For the six-year Capital
13 Program, \$1.2 billion of City tax supported
14 GO bond funding is recommended for public
15 improvements and neighborhood investment.
16 When all sources of funding are included,
17 the recommended Capital Program includes
18 more than \$9.7 billion of improvements
19 during the Fiscal 2017 to 2022 period.

20 I'd like to highlight several of the
21 larger Fiscal 2017 budget year projects
22 recommended to advance the Administration's
23 goals.

24 In the Streets Department, \$21 million
Strehlow & Associates, Inc.

(215) 504-4622

1 of the 32 million GO funding total in Fiscal
2 '17 is recommended for the reconstruction
3 and resurfacing of city streets and ADA
4 ramps. This is a \$1 million increase over
5 the current fiscal year, and a key
6 investment in neighborhood quality of life,
7 transportation, efficiency and safety. Much
8 of the remaining \$11 million recommended
9 will leverage federal, state and private
10 dollars for bridge and roadway improvements.

11 For the Office of Fleet Management,
12 nearly \$20 million in GO funds are
13 recommended in Fiscal '17 to help implement
14 an optimal vehicle replacement strategy to
15 increase the reliability, effectiveness and
16 fuel efficiency of City vehicles. This is
17 roughly a \$9 million increase over Fiscal
18 '16. In particular, \$9.8 million is
19 recommended for much needed new Fire and EMS
20 vehicles; and \$8 million is slated for
21 critically needed Sanitation compactors.

22 Further reflecting an emphasis on public
23 safety and effective government, Police and
24 Fire facilities have proposed for in Fiscal
Strehlow & Associates, Inc.

(215) 504-4622

1 '17 for roughly \$20 million in GO funded for
2 needed renovations and improvements. Many
3 already prioritized projects would be
4 accelerated. Longer term space and facility
5 investments would be guided by a public
6 safety facilities master plan led by the
7 Department of Public Property and already
8 funded with Fiscal 2016 capital dollars.

9 Over the six-year Capital Program, more
10 than \$50 million in GO funds are proposed
11 for new or substantially renovated public
12 safety facilities.

13 For Parks and Recreation and the Free
14 Library, a total of \$8 million in GO funding
15 is recommended in the budget year for the
16 Rebuilding Community Infrastructure Program.
17 This program is being designed to leverage
18 significant non-city resources and non-GO
19 borrowing to bring recreation centers,
20 parks, libraries and playgrounds to a state
21 of good repair and support the important
22 services to children and adults delivered
23 through these neighborhood facilities. This
24 GO investment would total \$48 million over
Strehlow & Associates, Inc.

(215) 504-4622

1 the six-year Capital Program.

2 In the Commerce Department, a total of
3 \$18.75 million in GO funds are proposed for
4 projects including site improvements on our
5 neighborhood commercial corridors, public
6 access, investments and major private job
7 creating projects, and enhanced public
8 access improvements along our Delaware and
9 Schuylkill River fronts -- waterfronts --
10 Schuylkill River waterfronts.

11 For the Office of Innovation and
12 Technology, the investment of over
13 14 million in GO funds is recommended in
14 Fiscal 2017 to continue implementation of
15 network and application improvements
16 designed to improve systems, reliability and
17 city service efficiency.

18 For the Philadelphia Water Department
19 and the Division of Aviation,
20 Self-sustaining non-GO appropriations are
21 required each year through the Capital
22 Budget to implement needed improvements to
23 Philadelphia's drinking water, waste water,
24 stormwater and airport infrastructure, and
Strehlow & Associates, Inc.

(215) 504-4622

1 to secure leverage, federal, state and
2 private funds. In Fiscal 2017, recommended
3 City self-sustaining funds total over
4 \$600 million.

5 These highlights demonstrate the variety
6 of projects recommended for funding in
7 Fiscal 2017 and show how the recommended
8 Capital Program and Budget seeks to make
9 strategic and targeted investments in
10 Philadelphia's infrastructure using our
11 limited resources for the greatest public
12 benefit.

13 Thank you for the opportunity to testify
14 this morning. Anna and I would be happy to
15 address any questions that you may have.
16 And please note that the leadership of City
17 departments is present in addition to
18 representatives from the Department of
19 Finance and Office of Budget and Program
20 Evaluation and Department of Public Property
21 to assist in answering any of your
22 questions.

23 Thank you.

24 COUNCIL PRESIDENT CLARKE: Thank you
Strehlow & Associates, Inc.

(215) 504-4622

1 very much. Had a couple of questions before
2 turning over to my friends and colleagues.

3 Capital Programs. There -- I guess a
4 couple, few years ago, we -- there was a
5 determination that professional services can
6 be paid for out of the Capital Budget, i.e.,
7 architects, other aspects of projects; am I
8 correct?

9 MR. JASTRZAB: Yes.

10 COUNCIL PRESIDENT CLARKE: So during the
11 course of this budget and other budgets in
12 the conversations in general, there's been a
13 significant concern raised about inclusion
14 and participation that tends to lean towards
15 the building trades and construction, other
16 aspects of it. But I don't -- we don't
17 really talk a lot, at least in this room,
18 about professional services and the
19 opportunities for WBEs/DBEs all the other
20 aspects of inclusion.

21 Where are we at with that? Do we
22 monitor that as aggressively as we do some
23 of the other projects that we fund
24 throughout this process?

Strehlow & Associates, Inc.

(215) 504-4622

1 MS. ADAMS: Hi. Anna Adams. I'm the
2 Budget Director.

3 We do. We have a similar process that
4 we go through for professional services as
5 well as non-professional services. And I
6 think -- I don't know that Angela is here,
7 Angela Dowd-Burton, but she can come and
8 speak to it -- some of it from the OEO side.

9 But we do -- when you go through a
10 process through eContract Philly and through
11 ASIS, we always make sure that people are --
12 and putting out an RFP, we include ranges.
13 We include -- we make sure the departments
14 are actually following that and trying to go
15 through OEO to make sure that we are
16 contracting with as many diverse
17 organizations as possible.

18 But I'll turn it over to Angela.

19 MS. DOWD-BURTON: Good morning --

20 COUNCIL PRESIDENT CLARKE: Morning.

21 MS. DOWD-BURTON: -- President Clarke
22 and Members of Council. Thank you for your
23 question regarding professional services and
24 the construction industry. One of the
Strehlow & Associates, Inc.

(215) 504-4622

1 things that we do with regard to economic
2 opportunity plans is set goals in there
3 primarily, for the most part, on
4 construction. However, we do talk to
5 project owners that are outside. And I'm
6 going to speak, if I can, for two different
7 categories. One is outside City projects,
8 and the other are inside.

9 So --

10 COUNCIL PRESIDENT CLARKE: I'm sorry.
11 Outside City projects?

12 MS. DOWD-BURTON: External to the City.

13 COUNCIL PRESIDENT CLARKE: What are we
14 doing with the contracts that we let?

15 MS. DOWD-BURTON: So --

16 COUNCIL PRESIDENT CLARKE: I mean, we --
17 we spend a lot of money on capital, so.

18 MS. DOWD-BURTON: Absolutely.

19 COUNCIL PRESIDENT CLARKE: Normally
20 professional services are about, what,
21 10 percent of the project costs?

22 MS. DOWD-BURTON: Approximately 10,
23 15 percent, let's say. We work with the
24 Public Property to put together professional
Strehlow & Associates, Inc.

(215) 504-4622

1 services contracts. And those contracts
2 have participation goals on them. In fact,
3 I don't have the numbers with me, but we
4 will be happy to provide you with the
5 participation reached by Public Property
6 on --

7 COUNCIL PRESIDENT CLARKE: Public
8 Property is here. They can --

9 MS. DOWD-BURTON: Okay. So
10 architecture, engineering and professional
11 services that's -- they have one of the
12 highest participation rates of the
13 departments.

14 MS. COLLINS-GREENWALD: Good morning,
15 Council President, Members of Council. I'm
16 Bridget Collings-Greenwald, Public Property
17 Commissioner. I can give you some numbers
18 based on Public Works and Public Services
19 contracts that are just contracting Public
20 Property. So I'm not speaking for the whole
21 City, but I'm speaking for us.

22 So on the professional services side
23 which you had just asked about, for Fiscal
24 Year '15 total, we're at a 44 percent total
Strehlow & Associates, Inc.

(215) 504-4622

1 minority participation. So, that's WBE and
2 MBE combined for professional services.

3 COUNCIL PRESIDENT CLARKE: What's the
4 MBE?

5 MS. COLLINS-GREENWALD: Hold on one
6 second. I have very small print. Hold on a
7 second. It looks like it's 27 --
8 26.3 percent.

9 Yes, Anna, can you help me,
10 23.6 percent?

11 COUNCIL PRESIDENT CLARKE: Twenty --

12 MS. COLLINS-GREENWALD: 26.3 on the
13 prime side, yes.

14 COUNCIL PRESIDENT CLARKE: On the prime?
15 What does that mean?

16 MS. COLLINS-GREENWALD: Oh, I'm sorry.
17 I'm giving you the total. Forgive me. Hold
18 on one second. Minority, it's 11 point --
19 I'm sorry. This is small. 12 percent women
20 is 14 percent, so the total adds up to the
21 26 on professional services side on the
22 prime. Then on the sub, you have 18 percent
23 of the subs, so in the minority you have 8
24 point -- we have almost about 8.5 and women
Strehlow & Associates, Inc.

(215) 504-4622

1 9.7.

2 COUNCIL PRESIDENT CLARKE: All right.

3 MS. COLLINS-GREENWALD: That's Fiscal
4 Year 15.

5 COUNCIL PRESIDENT CLARKE: I'm a little
6 confused. I'm a little confused.

7 MS. COLLINS-GREENWALD: Do you -- okay.

8 COUNCIL PRESIDENT CLARKE: The overall
9 number for MBE is what?

10 MS. COLLINS-GREENWALD: For the what?

11 COUNCIL PRESIDENT CLARKE: MBE, minority
12 business.

13 MS. COLLINS-GREENWALD: About 20. About
14 20. And then women is about 15 plus --
15 about 24, that's where you get the 44.

16 COUNCIL PRESIDENT CLARKE: And the sub
17 is what? The subs are what?

18 MS. COLLINS-GREENWALD: That was the
19 combination. If you -- I will make it
20 easier. I'm sorry.

21 COUNCIL PRESIDENT CLARKE: I'm sorry. I
22 cut you off.

23 MS. COLLINS-GREENWALD: Okay. So for
24 the prime contractors, the total would be
Strehlow & Associates, Inc.

(215) 504-4622

1 26 percent, okay? So -- and then broken
2 down, minority is almost about 12 percent,
3 women is about 14 per -- a little more than
4 14 percent. That's for primes.

5 COUNCIL PRESIDENT CLARKE: 12 percent
6 prime MBE.

7 MS. COLLINS-GREENWALD: Yes.

8 COUNCIL PRESIDENT CLARKE: Okay.

9 MS. COLLINS-GREENWALD: And then when we
10 go down to the subs, we have 18 percent is
11 total, and then for the MBE we have 8.5.
12 And then for WBE, we have about 9.6. And
13 then when you combine all that, that's where
14 you got to --

15 COUNCIL PRESIDENT CLARKE: How do you --
16 let me understand. How do you count -- if
17 the prime is 22, 26, whatever, and the sub
18 is 8, how --

19 MS. COLLINS-GREENWALD: Eighteen.

20 COUNCIL PRESIDENT CLARKE: How much?

21 MS. COLLINS-GREENWALD: Eighteen.

22 COUNCIL PRESIDENT CLARKE: Eighteen?

23 How do you count that?

24 MS. DOWD-BURTON: So I think what we're
Strehlow & Associates, Inc.

(215) 504-4622

1 looking at is when a minority receives a
2 contract that they are a hundred percent
3 responsible for, we identify them as a
4 prime.

5 COUNCIL PRESIDENT CLARKE: All right.

6 MS. DOWD-BURTON: And we take those
7 dollars that are awarded and we compare that
8 to the total pot awarded.

9 COUNCIL PRESIDENT CLARKE: So that --

10 MS. DOWD-BURTON: We add the prime
11 dollars to those contracts where minorities
12 are subcontractors. And you get the total
13 dollars awarded to minorities who are primes
14 and subs.

15 COUNCIL PRESIDENT CLARKE: Let me ask
16 you a question. So of the 18 percent sub,
17 is there the suggestion that some of those
18 subs might be in non-MBE or WBE contracts as
19 subs, or is the 18 all in the prime?

20 MS. DOWD-BURTON: The 18 percent are all
21 minorities who are getting subcontracts.
22 They are reporting to our --

23 COUNCIL PRESIDENT CLARKE: I'm saying
24 under non --

Strehlow & Associates, Inc.
(215) 504-4622

1 MS. ADAMS: Could be both.

2 COUNCIL PRESIDENT CLARKE: Could be
3 across the board.

4 MS. COLLINS-GREENWALD: I'm sorry.

5 COUNCIL PRESIDENT CLARKE: But all of
6 the prime contractors, you're saying they
7 are handling a hundred percent of the work.

8 MS. DOWD-BURTON: Correct.

9 COUNCIL PRESIDENT CLARKE: All right.
10 So, can we have the documents associated
11 with -- would that documents come from
12 Public Property or will it come from OEO?

13 MS. DOWD-BURTON: So, Public Property is
14 counting their numbers based on spent. And
15 OEO can provide you with information
16 detailed by primes and subs based on
17 contracts awarded. So, we can provide you
18 with both sets of data.

19 COUNCIL PRESIDENT CLARKE: So, is there
20 two sets of numbers? One OEO and one -- I'm
21 just trying to get --

22 MS. DOWD-BURTON: Yes.

23 COUNCIL PRESIDENT CLARKE: I don't care
24 how you submit. I just want --

Strehlow & Associates, Inc.

(215) 504-4622

1 MS. COLLINS-GREENWALD: Yes. One is
2 committed over at OEO and ours is spent.
3 Ours is actual dollars spent against
4 contracts that we have awarded.

5 COUNCIL PRESIDENT CLARKE: Okay. So, we
6 will have -- I would like to get that.

7 MS. COLLINS-GREENWALD: Yeah,
8 absolutely.

9 MS. DOWD-BURTON: Okay.

10 COUNCIL PRESIDENT CLARKE: Have good
11 friend and colleague do an analysis of that.
12 Thank you. Thank you for that.

13 Couple quick questions and then I will
14 get off the mic. The Philadelphia Gas Works
15 has been looking at diversifying and has
16 been discussing that for a while once we got
17 beyond these proposed sale of PGW. We then
18 got into what PGW as it exists can do. And
19 we got a briefing with Councilmembers. And
20 one of the most significant aspects of what
21 they'd like to do is diversify their
22 customer base. And the most significant
23 customer base that they are looking to
24 contract with is large fleets, meaning the
Strehlow & Associates, Inc.

(215) 504-4622

1 UPSes and all the other large fleets of the
2 world.

3 And the question came up about the City
4 of Philadelphia's fleet purchase
5 particularly on the capital that tends to be
6 larger vehicles. And this actually came up,
7 I guess, in last budget cycle when we were
8 purchasing, I believe, some trash trucks.
9 And we did not move towards see CNG. And I
10 believe that there is -- in your testimony
11 you referenced a possible purchase of
12 significant vehicles.

13 Are we looking at CNG? Because for us
14 to -- PGW is owned by the City. For us to
15 solicit customers from the external world
16 for fleet to being CNG, we kind of like to
17 send a signal that the City of Philadelphia
18 is taking that very seriously.

19 MS. ADAMS: Thanks. I'm going to ask
20 Chris Cocci, who is the Fleet Manager and
21 someone from the Managing Director's Office
22 to help answer that.

23 MR. COCCI: Good morning, Council
24 President.

Strehlow & Associates, Inc.
(215) 504-4622

1 COUNCIL PRESIDENT CLARKE: Good morning.

2 MR. COCCI: My name is Chris Cocci,
3 Fleet Manager.

4 COUNCIL PRESIDENT CLARKE: How you
5 doing?

6 MR. COCCI: We've had this discussion
7 numerous times about compressed natural gas.
8 I have been in contact with PGW, and we have
9 explored compressed natural gas. I think
10 I've said that numerous times before. The
11 problem has always been infrastructure. We
12 just don't have the infrastructure in place
13 at this time to support compressed natural
14 gas.

15 There's no fuel station that we have,
16 the City-owned fuel station. And our
17 buildings also need to be upgraded to allow
18 for repairs inside the building. There is
19 building codes that directly impact what we
20 will be able to do as far as repairs.

21 COUNCIL PRESIDENT CLARKE: Okay. So --

22 MS. RHYNHART: To add -- can I add
23 something to that? Rebecca Rhynhart, Chief
24 Administrative Officer.

Strehlow & Associates, Inc.

(215) 504-4622

1 We are in conversations right now with
2 the Managing Director about the possibility
3 of how we could fund some type of expansion
4 into CNG and what grant opportunities are
5 out there, and if we want to go that route.
6 So, that's something that we actually have a
7 meeting I believe next Friday on, Mike and I
8 and Chris, are meeting about that.

9 So, that is something that we definitely
10 are considering right now.

11 COUNCIL PRESIDENT CLARKE: Okay. So, do
12 we believe in it, I mean, philosophically?

13 We said if we have our gas company
14 that's going to be significantly dependent
15 on diversification of this customer base and
16 we, the City, who have pretty significantly
17 fleet we are not committed to it, I just
18 don't understand how we tell other
19 individuals that they should convert or
20 purchase. And I do believe that you can
21 actually convert existing diesels is what
22 I've been told. So -- do we have a sense of
23 that as we make this decision on this budget
24 process and the purchase of new vehicles?

 Strehlow & Associates, Inc.

 (215) 504-4622

1 MS. RHYNHART: Yes. I think --

2 COUNCIL PRESIDENT CLARKE: Of where we
3 will be on that?

4 MS. RHYNHART: -- in the next few weeks
5 or month, we can get back to you about what
6 we're doing. We are looking at -- in terms
7 of if we believe in it, it seems very
8 worthwhile especially owning a gas utility
9 to go in that direction. I think there
10 wanted to be some work done on the
11 environmental cost benefit and cost versus
12 electric utilities but -- electric cars.

13 But I think given that we own a gas
14 utility --

15 COUNCIL PRESIDENT CLARKE: We are
16 looking at electric cars?

17 MS. RHYNHART: I think we want to look
18 at all.

19 COUNCIL PRESIDENT CLARKE: Instead of
20 CNG?

21 MS. RHYNHART: I'm sorry?

22 COUNCIL PRESIDENT CLARKE: We are
23 looking at electric cars?

24 MS. RHYNHART: No, no, no. I said we
Strehlow & Associates, Inc.

(215) 504-4622

1 want to look at -- before we commit with the
2 amount of money required for CNG, we wanted
3 to look at other options. But what I was
4 saying was that owning a gas utility,
5 obviously makes it very advantageous to go
6 towards CNG.

7 So, I think the best thing would be for
8 us to -- we are meeting next Friday, Mike
9 DiBerardinis and Chris and myself and a few
10 other people, to circle back with you on a
11 more concrete plan, maybe in Fleet's budget
12 testimony if that works for you.

13 COUNCIL PRESIDENT CLARKE: All right. I
14 mean, it's kind of important, so.

15 MS. RHYNHART: I agree.

16 COUNCIL PRESIDENT CLARKE: You're going
17 to be asking us in about two months to vote
18 on a budget that will incorporate the
19 purchase of vehicles, so.

20 MS. RHYNHART: I agree.

21 COUNCIL PRESIDENT CLARKE: Okay.

22 MS. RHYNHART: Okay. Thanks.

23 COUNCILMAN GREEN: Point of reference.

24 COUNCIL PRESIDENT CLARKE: Absolutely.
Strehlow & Associates, Inc.

(215) 504-4622

1 Councilman Green.

2 COUNCILMAN GREEN: As a follow to your
3 question about CNG, something I was also
4 going to ask about. Recently, I learned
5 that the State's public private partnership
6 board, P3 Board, is in the process of
7 rolling out 29 CNG fueling stations across
8 the Commonwealth. And in looking at various
9 public transportation systems throughout the
10 Commonwealth, we already have a CNG now on
11 the commercial side in the City of
12 Philadelphia in Councilman Jones' district
13 in East Falls on Fox Street. And on the
14 commercial trash collection or public
15 services, from my understanding, uses CNG
16 for most of their fleet. And PGW years ago
17 have started with some CNG vehicles.

18 So, this is a conversation that's come
19 up over and over again. Seems that we kind
20 of go these ring around the rosy in
21 reference to why we won't move forward on
22 CNG and this idea. It seems somewhat
23 baffling to me.

24 COUNCIL PRESIDENT CLARKE: Thank you,
Strehlow & Associates, Inc.
(215) 504-4622

1 sir.

2 All right. So as you can see, we're
3 very interested. And I believe the Mayor
4 is, too, because he was part of the briefing
5 from the gas company. So you can, as soon
6 as possible, please give us a sense of
7 direction.

8 MS. RHYNHART: Absolutely.

9 COUNCIL PRESIDENT CLARKE: Thank you
10 very much.

11 One last question, and I promise I will
12 get off the mic. 22nd Police District, I
13 have to ask that question every year. One
14 of these years I will actually get positive
15 response.

16 MS. COLLINS-GREENWALD: Good morning.
17 Bridget Collins-Greenwald, Public Property
18 Commissioner.

19 So in last year's budget testimony,
20 there was a question about replacing the
21 22nd Police District from whatever call. So
22 we had determined that the 22 -- well, we
23 had determined that we were going to come up
24 with this masters facility plan where we did
Strehlow & Associates, Inc.

(215) 504-4622

1 an assessment, Public Property, which we did
2 indeed do. That fed into the request for
3 the Police Capital Budget request, and
4 that's how that went.

5 So, it was determined at that time that
6 the 22nd did not need a new facility at that
7 time, and we were going to wait for the
8 Public Safety Plan to happen. But we did a
9 major amount of improvements to the 22nd
10 District to make it so it was more -- it was
11 actually more appealing, safer, habitable
12 and whatnot. So, I actually brought you a
13 packet because I thought you might ask about
14 this question.

15 COUNCIL PRESIDENT CLARKE: I ask it
16 every year.

17 MS. COLLINS-GREENWALD: So, what will
18 happen is --

19 COUNCIL PRESIDENT CLARKE: Is the
20 Commissioner in the loop on that
21 conversation? Because I -- we were up in
22 a -- up at the 22nd along with the District
23 Attorney, and his thought was that we need a
24 new station.

Strehlow & Associates, Inc.

(215) 504-4622

1 MS. COLLINS-GREENWALD: Well, the 22nd
2 did make it into as part of the public -- as
3 part of the capital request in one of the
4 out years as a new facility. But I believe
5 what we did determine was after this Masters
6 Facilities Plan that was mentioned by Gary,
7 then the determination would be made whether
8 or not the 22nd would get a new facility or
9 not.

10 MS. ADAMS: Yes.

11 COUNCIL PRESIDENT CLARKE: You guys are
12 waiting me out.

13 MS. ADAMS: I believe --

14 COUNCIL PRESIDENT CLARKE: You hope I
15 will retire. Going to wait me out.
16 Somebody told them I might get into Drop,
17 right, and said he'll be gone, right?

18 All right. Okay. I will come back on
19 that.

20 MS. COLLINS-GREENWALD: If you want me
21 to elaborate on that facilities plan, I can
22 a little bit. The RFP posted today. We
23 should have -- it will close on April 27, I
24 believe. We hope to have a contract in
Strehlow & Associates, Inc.

(215) 504-4622

1 place by some time in June. And then that
2 plan should be done by June of '17. But we
3 will have a deliverable in October in which
4 some of those more -- the police districts
5 that keep coming up, the 35th, the 39th the
6 22nd, the 2nd and the 15th, we will have it
7 deliverable by October that can feed into
8 the next Capital Budget on those more
9 specific requests.

10 There will be a definitive answer. For
11 now we, meaning facilities, have gone in and
12 made improvements to the 22nd. But the
13 Police Department's involved in this
14 planning, the Planning Commission and Public
15 Property.

16 COUNCIL PRESIDENT CLARKE: Okay. Thank
17 you.

18 Chair recognizes Councilman Jones.

19 COUNCILMAN JONES: Well, thank you,
20 Mr. President for your memorial station
21 that's going to be named in your honor.

22 (Laughter)

23 A couple of things. And thank you and
24 welcome back for all of you in this
Strehlow & Associates, Inc.

(215) 504-4622

1 Administration.

2 Yesterday, you may have heard about our
3 interest in capital being revamped to try to
4 cut down those 200-plus steps that you
5 identified in the previous year as to why
6 former Councilwoman Tasco went on a budget
7 crusade/tirade, depending on how you listen
8 to it, about her rec centers. And we want
9 to know if in light of the fact that we are
10 trying to do an ambitious capital
11 improvement plan, how we are going to attack
12 that. That's number one.

13 Number two, in that capital
14 infrastructure plan, are there plans for
15 driveways, alleys, pavements and retaining
16 walls that litter our cities? And are at
17 this point a public safety risk for our
18 first responders as well as our citizens.

19 MS. ADAMS: I think Rebecca and Mike
20 want to come up and talk through some of
21 these things. But I know on the rebuild
22 side, yes. And I know that Rebecca's team
23 are doing a lot of work on looking at
24 different aspects of the capital process.

Strehlow & Associates, Inc.

(215) 504-4622

1 And so, Rebecca can talk about that. And
2 then Mike can talk through a little bit
3 about how the process will work to rebuild.

4 MS. RHYNHART: So on capital projects,
5 the City's capital projects process, the
6 time it takes to complete a project and the
7 cost coming in within budget, I think to put
8 it mildly, needs some work. And I think
9 that's been clear for years. And it's
10 something that Mayor Kenney feels very
11 strongly about fixing. And I feel very
12 strongly about fixing it for him and for the
13 City.

14 So what we have started -- what we have
15 done is we have a working group of Public
16 Property, Procurement, Law Department, OEO
17 that started in January. We have identified
18 ways to cut down on the time from
19 Procurement side, from Law side, OEO. And
20 now on Public Property, we are focusing in
21 on project management. And they're starting
22 weekly meetings on the projects so that
23 things can stay on track and we quickly
24 identify the hold ups. And then also,
Strehlow & Associates, Inc.

(215) 504-4622

1 they're doing work with the PRA where we are
2 also utilizing PRA's trade workers as well
3 as our own to get projects done faster.

4 So, we do feel like there's some good
5 work being done and think that there's a lot
6 of promise in -- in the steps we are taking
7 and being able to report back to you in the
8 next, you know, periodically on the
9 improvements that are being made.

10 COUNCILMAN JONES: As you make those
11 plans, I've often said in this chamber, if
12 it ain't measured, it ain't managed.

13 MS. RHYNHART: Right.

14 COUNCILMAN JONES: We need to document
15 what that time frame is today, what those
16 improvements, changes will mean by way of
17 reduction in time. And then juxtapose that
18 on the volume of projects that you
19 aggressively. And we're hopeful that you
20 are successful, want to complete within a
21 time frame so that we can kind of get a
22 sense of how we move these projects through
23 the -- through the process.

24 The second part of my question was
Strehlow & Associates, Inc.

(215) 504-4622

1 retaining walls, alleys and sidewalks which
2 as we grey as a City, as we get older as a
3 City, older senior citizens trying to
4 traverse these privately-owned alleys and
5 driveways and pavements are becoming
6 increasing problem. Our first responders
7 getting through an alleyway, whether it's
8 policeman or a fireman trying to save a
9 life, in some of our communities are
10 hampered by the inability of us to be able
11 to get through them. We have weeds that
12 have grown beyond weeds to weed trees in
13 some parts of the City.

14 How are we going to approach that? Are
15 we going to deal with driveways?

16 We have -- our trash trucks drive down
17 them every day. Arguably, some of the
18 citizens say that contributes to the
19 problem, but what are we going to do? We
20 still have to collect trash.

21 Do we have a strategy to address that?

22 MS. ADAMS: I think people from the
23 Managing Director's Office and Streets
24 Department are here to help answer some of
Strehlow & Associates, Inc.

(215) 504-4622

1 those questions.

2 MS. RHYNHART: Also, just on the capital
3 project, the first part of your question,
4 that's absolutely what we're doing. In
5 terms of track -- we are documenting where
6 we are now in the original schedule for each
7 project and then going to be comparing
8 weekly to that original schedule. So, we
9 will have that for you.

10 MR. ABERNATHY: Thank you, Councilman.
11 Brian Abernathy, Deputy Managing Director.

12 You are absolutely right. Retaining
13 walls, sidewalks, driveways are an ongoing
14 problem and a public safety risk.
15 Unfortunately, because they are on private
16 property, they are not capital eligible. We
17 have begun conversations with the Streets
18 Departments, Licenses and Inspections, the
19 Office of Transportation -- Transportation
20 infrastructure and the Law Department about
21 how we address that issue.

22 I know you've faced issues in East
23 Falls, other areas specifically about how do
24 we even if the private property owners or
Strehlow & Associates, Inc.

(215) 504-4622

1 some -- the majority of the private property
2 owners are willing to pay for those
3 improvements, how do we figure out how to
4 assess that? The short answer today is, we
5 don't have a definitive answer. It's
6 absolutely on our radar. It's one of our
7 priorities to present a plan to this Council
8 on how we move forward outside of the
9 capital budget.

10 COUNCILMAN JONES: That's a reasonable
11 response. I get it. Councilman Green has
12 been a long term advocate for figuring this
13 out. I had preliminary conversations with
14 Governor Wolf who is willing to meet with
15 you guys to create a zero-dollar -- zero
16 interest loan fund, revolving loan fund, to
17 tackle this retaining wall and driveway
18 problem.

19 During the course of the budget when we
20 get to, Mr. Chairman, the Streets Department
21 maybe we can have some discussions at
22 Harrisburg level. He may have thought that
23 before when he thought he was going to get
24 an unlimited budget. That maybe scaled back
Strehlow & Associates, Inc.

(215) 504-4622

1 a but. But if you can explore that, that
2 might be a possibility.

3 MR. ABERNATHY: Thank you, Councilman.
4 That actually solves a piece of the
5 challenge.

6 MR. CARLTON: This is definitely
7 something that we are looking to explore and
8 willing to work within the means to try and
9 address this issue. We understand that the
10 retaining wall and sidewalks are issues that
11 need to be addressed. Just evaluating this
12 approximately 78 retaining walls that we may
13 need to address.

14 COUNCILMAN JONES: Say it again.

15 MR. CARLTON: Seventy-eight retaining
16 walls throughout the City that may need to
17 be addressed, and just a rough estimate of
18 about \$22 million. Unfortunately, that's
19 not there for us right now. But we are
20 willing to try and talk to entities to try
21 and get this started.

22 COUNCILMAN JONES: That \$22 million is
23 just for 70 estimated retaining walls?

24 MR. CARLTON: About 78 retaining walls.
Strehlow & Associates, Inc.

(215) 504-4622

1 COUNCILMAN JONES: They're in pretty bad
2 shape?

3 MR. CARLTON: Yes. I'm Donald Carlton,
4 Streets Commissioner.

5 COUNCILMAN JONES: Thank you,
6 Mr. Chairman.

7 (Councilman Henon sitting in as Chair.)

8 COUNCILMAN HENON: Thank you,
9 Councilman.

10 Chair recognizes Councilwoman Gym.

11 COUNCILWOMAN GYM: Thank you very much.

12 I have two questions focused on the
13 prisons and CAMA, so whoever can come up
14 first.

15 MS. ADAMS: Sorry. Did you say CAMA?

16 COUNCILWOMAN GYM: CAMA, the assessment
17 management system.

18 MS. ADAMS: Saskia or Mike, could you
19 come?

20 (Witnesses approach Table.)

21 COUNCILWOMAN GYM: Don't start my time,
22 Matt. Matt, don't start my time.

23 MS. ADAMS: Maybe we can do CAMA first.

24 Mike and Saskia are here, they can help
Strehlow & Associates, Inc.

(215) 504-4622

1 answer those questions.

2 COUNCILWOMAN GYM: So, thank you very
3 much. We heard some testimony yesterday
4 about how important it is for us to commit
5 to an annual assessment for our real estate.
6 And I know that CAMA, which is the
7 assessment management system that you're
8 looking at, is the primary goal for OPA to
9 be able to commit to this annualized
10 assessment.

11 Could you tell me what the status is
12 right now? I think that an RFP has been
13 issued. Could you give us the amount?
14 What's the timeline? What do you expect the
15 benefits to actually be?

16 And do want to get in another question
17 to another group, and then we can just keep
18 going on this.

19 MS. THOMPSON: Saskia Thompson, Finance
20 Department. So, we have been through the
21 RFP process and we are currently in contract
22 negotiations for a vendor to provide a CAMA
23 solution.

24 COUNCILWOMAN GYM: It's a single vendor?
Strehlow & Associates, Inc.
(215) 504-4622

1 MS. THOMPSON: A single vendor, yes. We
2 are hoping that those negotiations will ramp
3 up quickly. And we expect to kick off the
4 project by July 1. The implementation
5 schedule is about 24 months once we get
6 started, so we expect to be completed by
7 June of 2018.

8 In terms of benefits, what OPA is doing
9 right now, and I think Mike Piper can speak
10 to it more directly. They really don't have
11 any modern technology, so they do things
12 very paper based. It slows them down. They
13 are really starting from ground zero on
14 technology. This will provide them a state
15 of the art monitoring system that they can
16 more automated -- use a more automated
17 process for doing assessments going forward.

18 COUNCILWOMAN GYM: And is the idea that
19 the assessments will be -- you will be more
20 able to quickly assess, like, surrounding
21 properties? It'll be more equitable?
22 You'll be faster?

23 MS. THOMPSON: Yes.

24 COUNCILWOMAN GYM: Could you get more
Strehlow & Associates, Inc.

(215) 504-4622

1 specifics.

2 MS. THOMPSON: It will be easier to do
3 analytics. It will be easier to compare all
4 of the factors that go into creating an
5 assessment. They will be able to do it on a
6 much quicker schedule when they're not doing
7 it in a very manual paper-based manner.

8 COUNCILWOMAN GYM: And CAMA has -- you
9 expect to be able to do this after -- once
10 it goes into effect in like 2019 to be able
11 to do annual assessments of real estate, and
12 that includes commercial/residential land
13 value?

14 MS. THOMPSON: Yeah.

15 COUNCILWOMAN GYM: All real estate?

16 MR. PIPER: First of all, good morning
17 Councilman Clarke, Councilwoman Gym and
18 Members of City Council. My name is Michael
19 Piper. I'm with the City of Philadelphia's
20 Office of Property Assessment.

21 To answer your question in terms of how
22 CAMA system would actually benefit the City,
23 multiple ways. As Saskia said, the way we
24 do things now is a combination of a manual
Strehlow & Associates, Inc.

(215) 504-4622

1 process but also one that involves multiple
2 different systems that we have kind of
3 cobbled together over the past ten years.
4 And it has the effect of slowing down the
5 process in just about every point that it
6 touches. And that involves the process of
7 modeling, values, all the way to the end
8 process of getting information over to
9 Revenue Department that would produce
10 updated tax bills.

11 As I'm sure Members of Council will
12 know, because you get the phone calls about
13 the delay in getting tax bill, that's a
14 problem that is going to always happen when
15 we do City-wide assessments that result in
16 many BRT appeals. So, we're looking at, you
17 know, one family house with ten families.
18 Every one still has to use the facilities,
19 but we have to be able to do something to
20 make the facilities a little bit more modern
21 to accommodate what we're looking to do
22 going forward with annual assessments.

23 COUNCILWOMAN GYM: Understood. Are
24 there any assurances that you are putting in
Strehlow & Associates, Inc.

(215) 504-4622

1 place? I mean, sometimes big large
2 products, two-year timelines.

3 How -- what assurances are you going to
4 have that this is moving quickly, on time?
5 You know, we have engaged in projects that
6 have sometimes gotten delayed and have been
7 less than successful once implemented.

8 What are the kind of safety mechanisms
9 you are putting in place to ensure that this
10 will arrive on an on-time basis?

11 MS. THOMPSON: I guess that goes to me.
12 So, we have really developed a timeline
13 after looking at these projects and other
14 places. We think the timeline is fair based
15 on how other cities of our size and scope
16 have created these projects, how long it's
17 taken them to implement.

18 And in terms of how we'll stay on
19 budget, we just have to manage it very well.
20 We have to make sure we're meeting all of
21 our milestones. We have to make sure
22 consultants are delivering what they promise
23 to deliver.

24 COUNCILWOMAN GYM: You have clear
Strehlow & Associates, Inc.
(215) 504-4622

1 benchmarks for all of that laid out for your
2 timeline?

3 MS. THOMPSON: Yup.

4 COUNCILWOMAN GYM: It would be great to
5 see some of that and just to check in on
6 that afterwards.

7 I did want to get in a question about
8 the prisons issue. So, I wanted to thank
9 the Administration for its commitment to
10 recognizing that Philadelphia and other
11 cities need to do massive overhauls of its
12 criminal justice system, in particular, and
13 to review how we're incarcerating our
14 residents. And I admire and thank the
15 Administration for being particularly
16 conscious about seeking to reduce the prison
17 population by 34 percent in the next five
18 years according to the Five Year Plan.

19 But the Capital Budget for Prisons
20 obviously, as you know, increased since 2016
21 and sees a continued 50 percent growth
22 between 2017 and 2021. And I guess I'm
23 wondering in what ways if we are committing
24 to reducing the prison population, how will
Strehlow & Associates, Inc.

(215) 504-4622

1 that actually realize itself according to
2 the budgets? Like, how does that represent
3 itself in the budget?

4 And you know, at some point we're
5 looking to see those dollars be reallocated
6 towards other efforts as opposed to just
7 incarceration.

8 MR. RESNICK: Good morning,
9 Councilwoman. Michael Resnick, Acting
10 Prison Commissioner.

11 The 34 percent reduction in prison
12 population that you mentioned is not
13 something that the City developed and
14 imposed on itself. It's something that the
15 MacArthur Foundation suggested that we
16 should reach that reduction. So, we
17 presented them with strategies with our
18 criminal justice partners to get to that 34
19 percent reduction.

20 Now a reduction in the prison population
21 is going to take real and sustained, you
22 know, changes in the system. And hopefully,
23 we get there. But the increases in our
24 Capital Budget are due to the simple fact
Strehlow & Associates, Inc.

(215) 504-4622

1 that our facilities are in use 24/7, 365 and
2 they're very, very old. You know, we are
3 still using a facility from the 19th
4 Century. It was rebuilt in 1927, the House
5 of Corrections. We have over 1200 inmates
6 in that facility.

7 Our intake facility, CFCF, is 20 years
8 old. And we are experiencing major
9 electronic failures in that facility that we
10 are undertaking to repair right now. So, I
11 guess, the simple answer to your question is
12 our facilities are constantly in use. They
13 never close, and they're old. And we need
14 to maintain.

15 COUNCILWOMAN GYM: Okay. For clarity,
16 that wasn't actually my question. So, I
17 will just clarify my question and would love
18 just a quick response.

19 MR. RESNICK: Sure.

20 COUNCILWOMAN GYM: But for clarity, my
21 understanding is, is that the
22 Administration's commitment to the reduction
23 of the prison population did not say
24 conditional upon a grant. I don't believe
Strehlow & Associates, Inc.

(215) 504-4622

1 that grant is significant enough anyway to
2 reduce the prison population by 34 percent.
3 I believe that the Administration's
4 commitment, and if I'm wrong you should make
5 this clear, is based on the recognition that
6 we have over-incarcerated our residents to a
7 significant level that is beyond responsible
8 usage of our policies, our priorities, our
9 care for residents who are addicted and
10 other types of issues, mental health issues.
11 We are looking at bail reform, all those
12 kinds of things.

13 Given the fact that we are planning to
14 not conditional on the grant but planning to
15 overall make a commitment to a reduction in
16 the prison population, how will we
17 ultimately see a five-year change in the
18 allocation of money over time?

19 So in the sense that I assume that Five
20 Year Plans aren't just a cruise control on
21 things but should be an approximation of
22 what goals we can see so that we would
23 understand the consequences that we made, so
24 if we go on cruise control, we can spend

Strehlow & Associates, Inc.

(215) 504-4622

1 X-millions -- \$32 million on Capital Budget
2 for prisons more than we are doing on OIT or
3 other types of important measures; versus
4 like if we were to reduce a prison
5 population, we could see a change in the
6 amount of money that could be allocated.

7 So, I'm trying to understand not what
8 you are just spending it on but how the Five
9 Year Capital Budget Plan reflects the
10 Administration's commitment and what we
11 could see were we to hold to that
12 commitment.

13 MR. RESNICK: Just to clarify one thing,
14 and then I'll turn it over to the Budget
15 Director. I did not mean to say that our
16 commitment to reduce the prison population
17 is dependent upon a grant. If we get that
18 grant, it will make it a lot easier. But
19 the Administration along with our justice
20 partners is 100 percent committed to
21 reduction in the prison population.

22 I'll turn it over to the Budget
23 Director.

24 MS. ADAMS: Yeah. Just to clarify, we
Strehlow & Associates, Inc.

(215) 504-4622

1 do actually say in the Five Year Plan with
2 funding from the MacArthur Foundation, we
3 aim to get to 34 percent. I do want to
4 clarify that. We do -- as the Commissioner
5 said, we do want to keep reducing the inmate
6 census. For a whole variety of reasons we
7 need to do that.

8 For the capital funds, however, so much
9 of it is that our facilities, as the
10 Commissioner pointed out, are in dire need
11 of replacement. Some of this is basic
12 electrical repair, roofing. These are the
13 things even if we manage to reduce the
14 inmate population, which will take some
15 time -- but even if we manage to do that,
16 and we really are pushing to do that, we
17 need to do the repairs really quickly. And
18 there is an urgent need to manage that.

19 For correctional officers, they need the
20 facilities to be able to manage the inmates
21 correctly and efficiently. And also, just
22 for inmate safety, we need to make sure we
23 are continuing repairs. In an ideal world,
24 we will get to this 34 percent. We will be
Strehlow & Associates, Inc.

(215) 504-4622

1 able to re-envision all of our prison
2 facilities to make sure that they work for
3 the 21st Century inmate management. But in
4 the meantime, we need to be working on
5 making these repairs. And it's really
6 critical for us.

7 COUNCILWOMAN GYM: Okay. Thank you. I
8 will follow up.

9 MR. RESNICK: And bottom line,
10 Councilwoman, even if we get to that
11 reduction, our facilities that exist now are
12 still the facilities we are going to be
13 using. And as the Budget Director says, we
14 need to invest in them and maintain them to
15 make sure that they are capable of the jobs
16 we require of them plus our staff and the
17 contractors who work for them.

18 COUNCILWOMAN GYM: I just hope that it's
19 not an "if" we get there, but "we're trying"
20 to get there.

21 MR. RESNICK: As I said, we are trying
22 to get there. It's going to take a lot of
23 action by our justice departments. We are
24 all committed. But even if we do get there,
Strehlow & Associates, Inc.

(215) 504-4622

1 and even if we do, the facilities we have
2 today will be the facilities we still have
3 after that reduction takes place. And we'll
4 have to maintain them.

5 COUNCIL PRESIDENT CLARKE: Thank you.

6 COUNCILWOMAN GYM: Thank you.

7 COUNCIL PRESIDENT CLARKE: Thank you,
8 Councilwoman.

9 Chair recognizes Councilman
10 Taubenberger.

11 COUNCILMAN TAUBENBERGER: Thank you,
12 Council President.

13 I have a question for Mr. Jastrzab and
14 possibly also the Budget Director. With the
15 money being borrowed for the Rebuilding
16 Community Infrastructure Plan being
17 transferred, the dollars actually being
18 transferred to PIDC and not through Parks
19 and Rec and the various departments
20 involved, how can Council understand the
21 priorities?

22 MS. ADAMS: Sorry. The priorities of --
23 rebuild shows a level of prioritization that
24 we have as an Administration.

Strehlow & Associates, Inc.

(215) 504-4622

1 COUNCILMAN TAUBENBERGER: Detailed?

2 MS. ADAMS: Yeah. The Managing Director
3 can talk through some of the details. But
4 just by the nature of the fact the we're
5 planning this large scale project shows that
6 we take it very seriously the need to make
7 replacements to parks, recs and libraries.

8 Mike can talk more.

9 COUNCILMAN TAUBENBERGER: Well, that's
10 part of it. I guess that's the overview of
11 my question. Even more specific, you are
12 taking dollars, my understanding of the
13 governance of this, and moving it to PIDC
14 which is part of the City Administration but
15 in some ways not rather than from the
16 various departments. Where if they were
17 going through the various departments, we
18 can actually call the commissioners forward
19 and ask them specific questions. You are
20 taking it from what traditionally been
21 City-operating agencies and putting it to
22 another organization, which is quasi-City in
23 some ways.

24 MR. DiBERARDINIS: It's a good question,
Strehlow & Associates, Inc.

(215) 504-4622

1 Councilman. Mike DiBerardinis, Managing
2 Director.

3 Number one is although we are reforming
4 the current capital unit, the size of this
5 is -- the size of this -- the potential size
6 of this program is larger than anything
7 that's, at least I've witnessed since my
8 time in government which goes back to the
9 early '90s. And the current capital office
10 is not capable of carrying that load in. We
11 are in a reform process we think is very
12 important and will take some time, as well.

13 The idea is not moving the money to
14 PIDC. What the current thinking is, is to
15 create a nonprofit that would have
16 representatives from the Administration for
17 this body with other institutional
18 interested foundation interests and citizens
19 that would not decide on the projects but
20 manage the execution of the program. The
21 decision about the projects, when we've
22 talked to a good number of Council folks
23 about the general construct of that decision
24 making process, when we have -- we have a
Strehlow & Associates, Inc.

(215) 504-4622

1 lot of data that we will share with Council
2 and with the District Council folks relative
3 to the current conditions of their -- all
4 their facilities in their districts.

5 There is a set of ideas about
6 transformational investments, about equal
7 access to all neighborhoods, the high
8 quality public facilities to talk about the
9 transformational nature and to talk about
10 driving other investments, as well --
11 private investments, as well.

12 The choices around which projects will
13 be cued up, when they will be cued up will
14 be a dialogue between this Administration
15 and Council. So in the end, all the sort of
16 decision making elements of this will take
17 place between the Administration and
18 Council. The execution would then of the
19 projects would be given over to the
20 nonprofit, which would have controlling
21 interest of this Council and of the
22 Administration.

23 I don't know if that answers your
24 question.

Strehlow & Associates, Inc.
(215) 504-4622

1 COUNCILMAN TAUBENBERGER: It gives me an
2 understanding where you are going.

3 MR. DiBERARDINIS: And then PIDC could
4 be contracted to do -- to drive some of the
5 elements of that work which could be quicker
6 and more flexibility than our current
7 capital process has.

8 COUNCILMAN TAUBENBERGER: It's my
9 understanding that there was an audit done
10 by Econsult on parks in the City of
11 Philadelphia. When will that be available
12 to Councilmembers to review?

13 MR. DiBERARDINIS: I'm not sure I'm
14 familiar with the audit of Econsult. I can
15 find out.

16 COUNCILMAN TAUBENBERGER: Just like the
17 conditions of the parks, the buildings and
18 so on.

19 MR. DiBERARDINIS: I think we can share
20 those existing conditions with Council sort
21 of almost immediately.

22 COUNCILMAN TAUBENBERGER: Okay. That
23 answers that question.

24 I now have a question on SEPTA. SEPTA
Strehlow & Associates, Inc.

(215) 504-4622

1 has, in my understanding of this Capital
2 Budget Five Year Plan, \$4.5 million which
3 doesn't seem to be a whole lot of money
4 considering all that they do. And with all
5 that borrowing going on, you had a sense
6 that if you have a project you want to see
7 funded, now is the time to ask.

8 That being said, is it too late to
9 include SEPTA regional rail stations in our
10 city, particularly the El stops and other
11 train stations? Most of these are in
12 business corridors. And it is really the
13 goal, I believe, of this Administration and
14 rightfully so to, you know, prop up these
15 business corridors.

16 But for example, the East Falls SEPTA
17 train station is in a trailer. The El stops
18 are dirty, and we don't have enough lights
19 and cameras. If you look around the map of
20 the City, you see many of the violations are
21 happening around -- actually, even crime
22 have been around transit stops. In fact,
23 most recently, you can look at the video
24 that was on Channel 29. Not to say that was
Strehlow & Associates, Inc.

(215) 504-4622

1 anyone's fault. But the fact is, it
2 happened and we didn't have the proper
3 cameras to capture that.

4 In reviewing this in detail, I see there
5 is some improvement for the City Hall stop,
6 but the City borders don't end at City Hall.
7 It's a large city out there.

8 MR. JASTRZAB: If I could just add input
9 a little bit here. With regard to the
10 amount of funding for transit four and a
11 half million dollars, just want to call your
12 attention to the fact that that leverages a
13 tremendous amount of federal and state
14 funding for these various improvements.

15 COUNCILMAN TAUBENBERGER: Maybe in the
16 future there should be an asterisk next to
17 that 4.5 just to let us know when you read
18 it, it doesn't look real -- doesn't show it.

19 MS. POPP-McDONOUGH: Yes. SEPTA's
20 Capital Program includes -- oh, I'm sorry.
21 I apologize.

22 Good morning. My name is Catherine
23 Popp-McDonough, Director of SEPTA's Capital
24 Budget and Grant Development Department in
Strehlow & Associates, Inc.

(215) 504-4622

1 the Finance Division. Our Capital Program
2 includes funding for several regional rail
3 stations, Market Frankford line stations and
4 Broad Street subway stations all thanks to
5 Act 89 and the support of the City. We are
6 able to advance more projects, which is the
7 reason why we're requesting 4.5 million in
8 City match.

9 We have City Hall in there, 15th Street,
10 40th Street, Market Orthodox who are
11 advancing on those projects. We have
12 several regional rail stations that we're
13 also moving on that are in the City and will
14 continue.

15 COUNCILMAN TAUBENBERGER: Thank you very
16 much. Mr. President, I'm finished.

17 COUNCIL PRESIDENT CLARKE: Thank you,
18 Councilman.

19 Chair recognizes Councilwoman
20 Quinones-Sanchez.

21 COUNCILWOMAN QUINONES-SANCHEZ: Thank
22 you, Council President.

23 Where do I start with this capital
24 stuff?

Strehlow & Associates, Inc.
(215) 504-4622

1 Let me start with the articulation in
2 the executive summary around the Capital
3 Program where I'm very encouraged by the
4 structure that the Kenney Administration has
5 put together where it says that part of this
6 capital -- and I want to concentrate on the
7 \$3 billion we're talking about 2017. I
8 don't want to focus on the hundred million
9 in rebuild, because I feel like we're
10 playing with candy when the pie, the cake is
11 much bigger. Let's talk about the cake.

12 It says that we are going to use this
13 Capital Program to create economic
14 opportunity and assist in the growth of
15 Philadelphia's economic across all its
16 sectors. Special focus will be paid to
17 chronically hard to employ, including folks
18 without college degrees and returning
19 citizens for incarceration.

20 What I have not seen in this as we talk
21 about the reform is, how are we going to
22 reform to meet that goal around our capital
23 projects? This is an opportunity for
24 neighborhood development.

 Strehlow & Associates, Inc.

 (215) 504-4622

1 How are we -- is the Administration
2 committed to the debundling of contract? We
3 had a construction and diversity task force
4 that articulated a bunch of goals around
5 debundling contracts, around bonding
6 opportunities, around all of those things.
7 I have not heard and did not see in the
8 testimony how we are going to get there.

9 MS. ADAMS: I think -- I think also
10 another good question for Rebecca Rhynhart
11 who is working on different aspects of the
12 capital process. And also maybe for -- I
13 think what we're trying to do -- and Rebecca
14 can talk more about the process again that
15 we are going through with the Capital Budget
16 Reform.

17 Not only do we need to speed up the
18 process, but we also need to look at kind of
19 every kind of step of the way and understand
20 where the barriers are not only just for
21 opportunity but for how we can quickly get
22 the money spent, how we can use more
23 efficient processes, how we can -- so that
24 bundling or the combining has many different

Strehlow & Associates, Inc.

(215) 504-4622

1 implications based on the speed in which we
2 get to finish a project, but also on the
3 opportunities that we have. And so, I don't
4 know whether Rebecca can talk more about how
5 that process works.

6 MS. RHYNHART: Sure. Just for some
7 clarification, Councilwoman, is your
8 question around the diversity --

9 COUNCIL PRESIDENT CLARKE: Say your name
10 for the -- state your name for the record.

11 MS. RHYNHART: Oh, I'm sorry.

12 COUNCIL PRESIDENT CLARKE: We all know
13 who you are, but we need to state it.

14 MS. RHYNHART: Rebecca Rhynhart.

15 COUNCIL PRESIDENT CLARKE: Thank you.

16 MS. RHYNHART: Chief Administrative
17 Officer. My apologies.

18 Is your question -- was your question
19 around the diversity, the bundling or just
20 the process itself?

21 COUNCILWOMAN QUINONES-SANCHEZ: The -- I
22 know you're looking to reform it. What I
23 have not heard you say is how do you get to
24 that goal which is, how do we create
Strehlow & Associates, Inc.

(215) 504-4622

1 economic opportunities for and create those
2 jobs at that neighborhood base level?

3 MS. RHYNHART: Okay. In terms of
4 creating opportunity at the neighborhood
5 level, I think that part of the issue is
6 that we need to reach out and have a more
7 diverse vendor pool. And one of the things
8 that we are doing with procurement is
9 looking at how do we do more outreach to not
10 only the various chambers of commerce, but
11 to as many different outlets as possible to
12 encourage businesses to bid and to help them
13 through the process.

14 COUNCILWOMAN QUINONES-SANCHEZ: How are
15 we going to reform the process?

16 We always talk about outreach and
17 vendor. We have a bureaucracy. We have a
18 very broken system.

19 MS. RHYNHART: Yes.

20 COUNCILWOMAN QUINONES-SANCHEZ: How are
21 we committed to breaking that down so that
22 the opportunities are there and we are
23 building capacity? How committed are we?

24 Because when we talk efficient and
Strehlow & Associates, Inc.

(215) 504-4622

1 effective, we also say we want to do things
2 cheaper. And we are not going to get to
3 that goal if the goal is to make things just
4 cheaper.

5 MS. RHYNHART: Right. Absolutely.

6 Okay. So, the goal is to do things, as you
7 said, to make them efficient and effective;
8 but also, to make sure that we have the most
9 diverse and representative vendor pool and
10 workforce as possible. So one of the things
11 that our attention will be on will be on not
12 bundling opportunities when there isn't the
13 smaller vendors that can do it, but when
14 there are smaller vendors that could bid on
15 part of the job to look at that, as well.

16 To be much more in tune with the size of
17 opportunity, that specific minority or
18 women-own businesses could bid on and -- in
19 order to keep the opportunities open as
20 possible.

21 So, that is something that we are aware
22 of and that definitely will be part of our
23 mindset. And one of the things that we're
24 doing overall is to say -- to look at it and
Strehlow & Associates, Inc.

(215) 504-4622

1 with Nolan Atkinson, who is the Chief
2 Diversity Officer, to see, you know, how can
3 we broaden our vendors as well as our own
4 employees at the City.

5 COUNCILWOMAN QUINONES-SANCHEZ: So, is
6 the Administration committed to -- to
7 providing economic development opportunities
8 understanding that it's going to cost us
9 more?

10 MS. RHYNHART: I would say that we're
11 committed to providing economic opportunity.
12 And I think that it doesn't necessarily have
13 to cost more. I think that some of the
14 bureaucracy of our system has actually led it
15 to cost much more right now. And by the
16 process of making it easier for smaller
17 businesses, whether they be minority/women
18 owned or local, that just by making it
19 easier will actually be cost effective. I
20 think it would be a win-win actually.

21 COUNCILWOMAN QUINONES-SANCHEZ: So, are
22 we committed to creating subsidy
23 opportunities around bonding, around
24 insurance, around all of the barriers that
Strehlow & Associates, Inc.

(215) 504-4622

1 these reports? I mean, we have report after
2 report after report --

3 MS. RHYNHART: Yes.

4 COUNCILWOMAN QUINONES-SANCHEZ: -- about
5 what the challenges are for building
6 capacity for folks to do this. Are we
7 committed to those?

8 MS. RHYNHART: We are committed to
9 reforming the process, and we are looking at
10 all of that. So, I can't sit here right now
11 and say absolutely we will get rid of our
12 bonding requirement. But we are committed
13 to making changes to that process to open up
14 opportunities to many more vendors than are
15 currently able to bid. And that is
16 something that we feel strongly about.

17 So -- and I can report back on where we
18 are. I mean, that's one of the things that
19 we are working on every week.

20 MS. ADAMS: Just to add to that, one of
21 the key barriers that we find with small
22 businesses in general is the time it takes
23 to get a contract together, to pay vendors.
24 If we can do things to reform that process
Strehlow & Associates, Inc.

(215) 504-4622

1 to Rebecca's point, we can encourage more
2 vendors that may be willing to do business
3 with us. And that in itself will open up
4 without actually costing us more money. So,
5 we just need to find those areas where we
6 can work together to make this happen.

7 COUNCILWOMAN QUINONES-SANCHEZ: But
8 they've all been outlined.

9 MS. ADAMS: Yes.

10 COUNCILWOMAN QUINONES-SANCHEZ: To me,
11 there has to be -- you know, before the end
12 of this budget, we have \$3 billion. I need
13 to know that those \$3 billion that we are
14 committed to the debundling. That we are
15 saying we are going to do the threshold.
16 Because at the same time you're building
17 capacity. We know our capital office
18 doesn't have the capacity to put that money
19 out. We are here having a discussion about
20 borrowing more money when we can't put the
21 money we have on the street.

22 There has to be -- that has to come
23 first.

24 MS. RYHNHART: I think that we are
Strehlow & Associates, Inc.

(215) 504-4622

1 absolutely working on that and feel the
2 urgency of it. And there have been, as you
3 said, several working groups. And we have
4 several study reports. We don't need
5 another working group to look at the same
6 things.

7 COUNCILWOMAN QUINONES-SANCHEZ: Right.

8 MS. RHYNHART: We need right now is to
9 take action on the items. And to Anna's
10 point, one of the things that from
11 conversations with vendors, small vendors,
12 minority/women-owned local businesses is
13 that the City takes too long to pay. That
14 is not something that we intend to do. We
15 are not trying to take too long, but we do.
16 And that's something that we are working
17 very hard to fix. And that could create a
18 lot more opportunity for smaller businesses
19 to bid.

20 To your point, though, we will get back
21 and I can present where we are in terms of,
22 you know, problems, solutions, time frame
23 for, you know, implementing and to give some
24 comfort as to what steps we are taking and
Strehlow & Associates, Inc.

(215) 504-4622

1 how, you know, strongly we feel about it.

2 COUNCILWOMAN QUINONES-SANCHEZ: I know
3 my time -- we will talk about payment.
4 Okay.

5 COUNCIL PRESIDENT CLARKE: Thank you,
6 Councilwoman.

7 Chair recognizes Councilwoman -- who is
8 not here. Councilman Domb.

9 COUNCILMAN DOMB: Thank you. I just
10 have a general question. Thank you.

11 Right now our debt for the City of
12 Philadelphia in 2015 is about 8.178 billion?

13 MS. ADAMS: I can get you the exact --
14 it sounds about right.

15 COUNCILMAN DOMB: I want to make sure
16 I'm accurate.

17 MS. ADAMS: I think I'm -- it sounds
18 about right, but I can get back to you.

19 COUNCILMAN DOMB: I have a chart that
20 says in 2000, the debt was 7.1 billion. And
21 15 years later we are at 8.178 billion. We
22 have gone up in 15 years about a billion
23 dollars.

24 How much do we pay in principal per year
Strehlow & Associates, Inc.

(215) 504-4622

1 on that debt roughly?

2 MS. ADAMS: Not sure whether anybody
3 from the Treasurer's Office is here. I
4 might have to get back to you on that to
5 give you the exact.

6 COUNCILMAN DOMB: That's fine.

7 Part of that is the new borrowing we are
8 doing would move that number to another --
9 how much higher would that number become
10 with our new borrowing? If we have 8.1,
11 what would be would the new number be?

12 MS. ADAMS: We have built in the cost of
13 borrowing into the Five Year Plan into the
14 Operating Budget. And I think kind of the
15 sort of for every hundred million dollars,
16 that's around seven and a half million
17 dollars worth of debt service that we are
18 paying on it. That is to give you a
19 sense --

20 COUNCILMAN DOMB: I'm talking about the
21 total debt.

22 MS. ADAMS: Total debt. So, we would
23 add another hundred million for the rebuild
24 project over the Five Year Plan. It would
Strehlow & Associates, Inc.

(215) 504-4622

1 be 300 million additional debt that we would
2 take out.

3 COUNCILMAN DOMB: If we looked at this
4 next year, we would be at 8.4.

5 MS. ADAMS: In the -- are you looking at
6 the Five Year Plan or you looking at --

7 COUNCILMAN DOMB: I'm looking at total
8 fiscal year debt for the City of
9 Philadelphia, Sources annual report of
10 bonded indebtedness, City of Philadelphia.
11 I will give you a copy of --

12 MS. ADAMS: I'm not sure whether it's
13 included in my report or not included. I
14 don't have the report with me. We would
15 have included it in whatever.

16 COUNCILMAN DOMB: Let me tell you what
17 I'd like you to -- if you can compare for
18 us. I just want to understand the total
19 debt we have, how much principal we pay per
20 year in that total debt. And with the new
21 borrowings, what the new total debt going to
22 be?

23 MS. ADAMS: Okay. We can get that.

24 COUNCILMAN DOMB: Then the other
Strehlow & Associates, Inc.

(215) 504-4622

1 question is, what is the -- you have this.
2 You may or may not. I think you do. The
3 weighted average interest rate of that debt
4 and the term of those loans. You have that
5 stuff.

6 MS. ADAMS: We can get that to you.

7 COUNCILMAN DOMB: I think my fellow
8 Council people should get that, too.

9 MS. ADAMS: Okay.

10 COUNCILMAN DOMB: Thanks.

11 COUNCIL PRESIDENT CLARKE: Thank you,
12 Councilman.

13 Chair recognizes Councilwoman Parker.

14 COUNCILWOMAN PARKER: Thank you,
15 Mr. President.

16 Let me start, Mr. President, with
17 rebuild. And I want to start as it relates
18 to a breakdown of how the proposed
19 48 million will be used from a construction
20 versus design instruction. Let me give you
21 an example. Thank you for your patience
22 here.

23 I see we have 7 million budgeted from
24 '17 through '22, so that's 42 million for
Strehlow & Associates, Inc.

(215) 504-4622

1 the Parks and Rec centers. And then we have
2 the 6 million for the libraries, so that
3 gives us a total of the 48.

4 Do we know how much of that is
5 construction versus design? Would we be
6 able to say approximately; do we know?

7 MS. ADAMS: The way that we view this,
8 that would go into the pot, so to speak, for
9 rebuild. And then as the plans get worked
10 out, then the portion that is for design
11 versus construction would be worked out.
12 This would be just sort of almost a grant
13 that would go from the city Capital Budget
14 to Rebuild to the nonprofit that Managing
15 Director discussed before. And then that
16 would be allocated as the projects are
17 determined.

18 COUNCILWOMAN PARKER: So just for the
19 sake of clarity, when we see the \$48 million
20 budgeted, we should not think that the
21 \$48 million solely for construction?

22 MS. ADAMS: That's right.

23 COUNCILWOMAN PARKER: That it is just
24 both. I want to make sure that we are clear
Strehlow & Associates, Inc.

(215) 504-4622

1 on the record.

2 MS. ADAMS: That's absolutely correct.

3 Yes.

4 COUNCILWOMAN PARKER: Okay. In addition
5 to that, I want to follow up on a question
6 that Councilman Taubenberger asked. And it
7 is something that has clearly boggled my
8 mind since arriving as a District
9 Councilperson.

10 Not the projects that are in cue from a
11 District Councilperson's perspective, but
12 the departmental requests for capital
13 improvements that are made by rec centers
14 and leaders across the City of Philadelphia,
15 does the Rec Department keep those in cue?

16 Let me give you an example. If we're
17 talking about the 9th Councilmanic District
18 and I'm talking about one center in
19 particular. Let's say we're talking about
20 Cherashore. And I want to get a list of all
21 of the capital improvement requests that
22 Cherashore has made. I don't care if it's a
23 roof, if it's sewer. Does the department
24 keep a running tab of all of those requests?

Strehlow & Associates, Inc.

(215) 504-4622

1 MR. DiBERARDINIS: It depends. Some of
2 the requests that come in to the -- through
3 the skill trades could come in as a request
4 through the skilled trades unit, but could
5 in fact be a capital -- could in fact
6 eventually become a Capital Program. So a
7 boiler is tough to repair, you repair four
8 or five, six times. That becomes -- jumps
9 from a maintenance request to a capital
10 requests.

11 Leaders and their advisory councils
12 send -- annually send requests, capital
13 requests, up through the system that become
14 part of the department's request. The
15 number and the quantity and the cost of
16 those requests far exceed the current
17 Capital Program. But we could -- I'm sure
18 the department could in some very short
19 order provide you or any District
20 Councilperson with that -- the results of
21 those processes.

22 COUNCILWOMAN PARKER: Let me -- and I
23 appreciate your response. Just from a fact
24 finding or fact gathering and sort of making
Strehlow & Associates, Inc.

(215) 504-4622

1 data driven decisions as we sort of move
2 forward and work in a collaborative manner
3 to, you know, try to see Rebuild
4 implemented, that we provide a list not just
5 for the 9th but for all of the districts of
6 all of the maintenance requests per
7 recreation center, and then all of the
8 capital requests for recreation centers so
9 as Council -- District Councilmembers are
10 sort of working through the vetting process
11 with their own advisory councils and sort of
12 the appropriation not just of sort of what
13 you are working on in terms of the
14 Administration's pot but what the District
15 Council allocation, it will help to ensure
16 that we are moving forward and making
17 decisions that are driven by data.

18 MR. DiBERARDINIS: We would agree. And
19 we can sort of provide you with a set of
20 both existing conditions like -- talked with
21 the Councilman here, what are the existing
22 conditions, what are the historic
23 investments or lack of investments over
24 the -- over the many years. I'm not sure
Strehlow & Associates, Inc.

(215) 504-4622

1 how far we go back, but I think we go back
2 quite a few years and looking at them with
3 our assessment. What the current conditions
4 are and what are the outstanding work orders
5 and possible capital projects for a
6 particular facility.

7 COUNCILWOMAN PARKER: Thank you. And
8 that's exactly it. Because historically as
9 a new District Councilperson, it's important
10 for me to see the capital improvement
11 projects that have been in cue, right, for
12 the past 10 to 15 years. And I'm sure every
13 other District Councilperson they probably
14 already know this for their district, so I
15 want you to blame this on my freshman
16 status.

17 But having a picture of the history of
18 what was allocated for these projects is
19 extremely important. So, I want to thank
20 you.

21 MR. DiBERARDINIS: Thank you for the
22 question. I think it makes for good
23 decision making as we go forward.

24 COUNCILWOMAN PARKER: In addition to
 Strehlow & Associates, Inc.

(215) 504-4622

1 that, the next question is in regards to
2 neighborhood commercial corridors.

3 Now for the site improvements, I see
4 that the Administration has \$5 million
5 annually budgeted from '17 through '22. And
6 a major challenge for me, and I just want to
7 make sure of this for the record, that the
8 same restrictions that we are forced to work
9 within as it relates to the allocating of
10 community development block grant dollars,
11 because these funds will come from the
12 General Obligation Bonds, that we will not
13 face the same restrictions from -- and Karen
14 knew this was coming, so she wants to come
15 in and answer this question for the record.
16 I will greatly appreciate that. But I just
17 needed that information to be on the record.

18 MS. FEGELY: Hi. Karen Fegely, Commerce
19 Department. You are correct. And I will go
20 on the record saying there is not a income
21 restrictions regarding the spending of the
22 capital funds for the neighborhood
23 commercial centers.

24 COUNCILWOMAN PARKER: In addition to
Strehlow & Associates, Inc.

(215) 504-4622

1 that, all of the -- all of the requests or
2 previous allocations of dollars that the
3 Administration has made in the past, can you
4 also forward that list to us so that we can
5 see allocations that you've made in the past
6 that have, in essence, just not been
7 implemented from a spending perspective.

8 MS. FEGELY: Sure. You want a list of
9 projects completed? Projects in the
10 pipeline?

11 COUNCILWOMAN PARKER: Yes.

12 MS. FEGELY: Yes.

13 COUNCILWOMAN PARKER: And again, same as
14 it's relative to the Recreation Department.
15 It helps to provide a historical overview
16 and snapshot of investments in the
17 particular area, and that's to be more
18 accountable to residents in each region
19 concerned about those corridors.

20 MS. FEGELY: Sure. No problem.

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

23 COUNCIL PRESIDENT CLARKE: Thank you,
24 Councilwoman.

Strehlow & Associates, Inc.
(215) 504-4622

1 Chair recognizes Councilman Green.

2 COUNCILMAN GREEN: Thank you, Council
3 President. I want to follow up on my point
4 of information earlier regarding CNG. If I
5 can have the Director of Fleet Management
6 come back.

7 As he's walking to the podium, excuse
8 me, to the table my question is was
9 Administration aware of some of this work
10 that the state P3 Board was doing regarding
11 CNG fueling station across the Commonwealth?

12 MR. COCCI: Pardon me. Could you repeat
13 that question?

14 COUNCILMAN GREEN: Was the
15 Administration aware of the work the
16 Commonwealth is doing regarding CNG fueling
17 station across the Commonwealth.

18 MR. COCCI: I was aware of two within
19 the city. I was not aware of the ones
20 within the state.

21 COUNCILMAN GREEN: Okay. Also, was the
22 Administration aware of possible federal
23 credits to reduce the cost of purchasing CNG
24 vehicles.

Strehlow & Associates, Inc.
(215) 504-4622

1 MR. COCCI: Yes. That's what we're
2 going to discuss at our meeting.

3 COUNCILMAN GREEN: Okay. Let me move
4 also to another point regarding that P3
5 Board. In looking at the testimony, I see
6 that \$11 million is dedicated to, I believe,
7 bridges and other infrastructure in the
8 City. During the corporate administration,
9 they passed a Transportation Bill that our
10 colleague Councilman Parker is very familiar
11 with.

12 My question is, as part of that
13 Transportation Funding package there was a
14 Ramp and Bridge Replacement Project. Is
15 some of the \$11 million to leverage some of
16 those state dollars? Are we getting any
17 local -- are we getting any state money to
18 help with the bridges in the City of
19 Philadelphia from that Bridge Replacement
20 Project from the Transportation Bill funds?

21 MR. CARROLL: This is Mike Carroll,
22 Deputy Commissioner for Transportation
23 Philadelphia, Department of Streets.

24 We pretty much universally get state
Strehlow & Associates, Inc.

(215) 504-4622

1 funding to do bridge projects. So, I can
2 give you a yes on that.

3 COUNCILMAN GREEN: Can you restate a
4 little louder?

5 MR. CARROLL: Yes. We pretty much
6 universally take in money from the state in
7 order to do our bridge projects, so yes.

8 COUNCILMAN GREEN: Some of that funding
9 from the Ramp and Bridge Replacement Project
10 did come to -- is coming to the City of
11 Philadelphia?

12 MR. CARROLL: Okay. For that specific
13 program, no. I thought your question was
14 whether we are using City money to leverage
15 state money. But that program, we are not
16 using that program for any of our bridges
17 currently.

18 COUNCILMAN GREEN: Okay. I will come
19 back to that a little bit later.

20 One other question I have for the
21 Managing Director, if he can come to the
22 podium. Earlier in your testimony you
23 talked about for the Rebuilding Community
24 Infrastructure Program, I thought I heard
Strehlow & Associates, Inc.

(215) 504-4622

1 you say that we are going to be creating a
2 new nonprofit.

3 MR. DiBERARDINIS: Yes. I mean, that is
4 the current, sort of our current thinking
5 that would allow for -- to best implement
6 the initiative of this size, we would create
7 a nonprofit that would be representative.
8 Have controlling representation from the
9 City and Council but would involve the
10 funders, community and institutional
11 interest that would oversee the
12 implementation of the program.

13 COUNCILMAN GREEN: Okay. Because that
14 was not, I guess, explicit from the
15 testimony I read or information I read so
16 far about the Rebuilding Community
17 Infrastructure Initiative. I guess my
18 concern -- I understand the concept of using
19 PIDC as a pass through for funding for City
20 dollars because it helps you to deal with
21 some of the four-part bidding issues. But
22 creating a new nonprofit, one that takes
23 time to do, you're going to have to put a
24 Board of Directors together.

Strehlow & Associates, Inc.

(215) 504-4622

1 Are you saying there's no other City
2 entity or City-related entity that can be
3 used to implement --

4 MR. DiBERARDINIS: It would be --

5 COUNCILMAN GREEN: -- to build the
6 program?

7 MR. DiBERARDINIS: I'm sorry. We would
8 be certainly open to exploring efficient and
9 accountable structures that may exist, so
10 we'll certainly entertain other ideas.
11 Right now it seems at least at the moment,
12 seems to be the best course for us. But
13 that's not to say that's is a -- we've
14 concluded that, and that's, in fact, a way
15 we're going to go.

16 COUNCILMAN GREEN: Okay. I guess I have
17 a concern any time we are talking about
18 creating a new entity, that takes time.
19 You're talking about filing articles of
20 incorporation, the bylaws, identifying board
21 of directors, staff for that entity. And as
22 opposed to creating something new, can we
23 not use some of our current city assets.

24 We have various entities that the City
Strehlow & Associates, Inc.

(215) 504-4622

1 has created for various different purposes
2 that we have at our disposal. It seems
3 somewhat odd to start something new for this
4 initiative which is only going to delay the
5 implementation of some of these projects and
6 some of these initiatives. When we are
7 talking about making real capital
8 investment, significant capital investments
9 in our parks, recreation, centers and
10 libraries.

11 And we -- it's already been stated by
12 both Councilwoman Sanchez and other
13 Councilmembers, we have significant backlog
14 in procurement which to me seems one of the
15 reasons why you're going through this PIDC
16 route. But then creating another new entity
17 that's going to then use the path to PIDC
18 dollars. Just seems somewhat odd because
19 that is going to take a long time to get
20 stuff done. And people are going to be
21 wondering, especially the public -- I heard
22 about this rebuilding. We are looking at a
23 soda tax to possibly be passed. And then
24 we're talking a period of time for this

Strehlow & Associates, Inc.

(215) 504-4622

1 implementation occurs. And then the public
2 is going to say, well, what happened to this
3 concept.

4 MR. DiBERARDINIS: Right. It's a lot of
5 questions.

6 I'd be happy -- first of all, we would
7 be very happy to talk about the rationale
8 and -- beyond this hearing with you. And if
9 there's other sort of methods and structures
10 we could use, be happy to consider them. We
11 also want to discuss in more detail as we
12 proceed in exploring the nonprofit with you.

13 I think there's an openness right now.
14 But there is also an understanding of the
15 speed of the importance of not, sort of,
16 having the start up and the preparation
17 delay the products on ground.

18 COUNCILMAN GREEN: Well, I would say
19 that's not a conversation with me. I'm just
20 one vote in this body. I think that's a
21 conversation with all 17 Members of Council
22 because that's a significant impact in --
23 that's a significant part of this process
24 when you're talking about creating a
Strehlow & Associates, Inc.

(215) 504-4622

1 nonprofit. I will say one last question.

2 Can you kind of give me the work flow of
3 the funds through this new entity PIDC and
4 through the projects.

5 MR. DiBERARDINIS: Well --

6 COUNCILMAN GREEN: As contemplated. It
7 may not be a fully detailed, but as
8 contemplated.

9 MR. DiBERARDINIS: So we would -- the
10 nonprofit would be supported in some way by
11 some City staff detail. There would be some
12 other staff that would be hired to manage
13 the program of this size. The -- we
14 would -- at least the way we're thinking
15 about it, this is all conceptual now.

16 We would work with PIDC to do the design
17 work, so that would be -- we would contract
18 with them to do the design work. We can
19 move lots of projects as fast as possible
20 with a high level of professionalism and
21 efficiency. The next stage would be sort of
22 letting the contracts -- we would again get
23 the PIDC would get us -- PAID would get us
24 to the point of letting the contracts.

Strehlow & Associates, Inc.

(215) 504-4622

1 Once the contracts are let, we would
2 hire the owner's rep, construction managers.
3 A series of more than one construction
4 manager to make sure that the projects are
5 moving along based on the specs, on time and
6 within budget. So, that would then get us
7 to the delivery point of the -- of having --
8 actually having a project on the --
9 completed on the ground or at least, you
10 know, sort of a set of projects, not a
11 single project but a set of projects
12 reaching conclusion early on.

13 Our hope is that we would be, even
14 before the -- if, in fact, we do do the
15 bonds, we would be using foundation dollars
16 to do some of the early citizen engagement
17 work and design work early on. And then as
18 the bond funds hit, we can use them to
19 advance and actually pay for the
20 construction.

21 So, we want to get out of the chute
22 early. And we think this is the best way.
23 However, if there are options that you would
24 like us to consider, we would be very open
25 Strehlow & Associates, Inc.

(215) 504-4622

1 to that. I mean, broadly, this body.

2 COUNCILMAN GREEN: I believe my time is
3 up. We will revisit this line of
4 questioning.

5 COUNCIL PRESIDENT CLARKE: Thank you,
6 Councilman.

7 Chair recognizes Councilwoman Reynolds
8 Brown.

9 COUNCILWOMAN REYNOLDS BROWN: Good
10 morning, Mr. President. I have a couple of
11 follow-up questions to the testimony. And
12 then I want to revisit, try to get this all
13 done in my seven minutes, questions
14 initially raised by President Clarke around
15 MBE/WBE activity.

16 On this new capital improvement
17 initiative, has there been a look at other
18 models across the country or other best
19 practices across the country that inform us
20 that creating a separate new entity is the
21 best road to take with regards to this
22 capital improvement? Is this based on a
23 model that's already been tried across the
24 country? Is this based on best practice
Strehlow & Associates, Inc.

(215) 504-4622

1 that's been implemented in some other
2 municipality that informs us that this is
3 the best way to get this done?

4 MR. DiBERARDINIS: Well, there are
5 various forms that we have. We did look
6 around the country. There is nothing of
7 this size. But we talked to folks in
8 Seattle and we talked to folks in San
9 Francisco. There is various forms -- there
10 are various forms. But one of them -- one
11 of the forms is the use -- the form that
12 we're proposing relative to creating a
13 nonprofit City and Council representation as
14 the broader interest around this, as well,
15 neighborhood and institutional and
16 philanthropic. We think that builds an
17 accountability and openness and a sort of
18 broader accountability to the process.

19 It's not -- the form we're using isn't
20 the singular form. There is other forms.
21 But this way of doing the business is not
22 unusual.

23 COUNCILWOMAN REYNOLDS BROWN: And so,
24 that form, I would imagine, has been
Strehlow & Associates, Inc.

(215) 504-4622

1 discussed, talked about and the work group
2 that has been shared with us during the
3 testimony?

4 MR. DiBERARDINIS: I'm sorry?

5 COUNCILWOMAN REYNOLDS BROWN: The --
6 Ms. Rebecca -- Rebecca's, last name, talked
7 about the work group. This model that
8 you're considering, has that been shared
9 amongst the work group professionals to see
10 if it really might be a good fit for our
11 City?

12 MR. DiBERARDINIS: Well, there are the
13 Law Department and the various agencies,
14 Finance, Budget are all in the -- these
15 meetings that -- where we review and discuss
16 the process and how to move it forward. So,
17 it is a broad representation from the
18 government from the Managing Director's
19 office, from the Finance, from Budget and
20 from Law to name the principals.

21 COUNCILWOMAN REYNOLDS BROWN: In that
22 testimony also in response to Councilwoman
23 Sanchez's question, it was stated that you
24 will report back periodically.

Strehlow & Associates, Inc.

(215) 504-4622

1 What does that mean? Does that mean
2 quarterly? Does that mean annually? What
3 does that mean that you will report back to
4 Council periodically about how well you are
5 moving towards? What are the self-imposed
6 benchmarks you are going to use to share
7 with us your status?

8 MS. RHYNHART: In terms of the -- what
9 does periodically mean for how the working
10 groups results will report back to Council,
11 I'm happy to do what you would want to do
12 honestly. If that be monthly or quarterly,
13 however, you would want to do it. I would
14 be happy to work with you, and do it that
15 way.

16 COUNCILWOMAN REYNOLDS BROWN: Okay. So,
17 you are giving us the flexibility of leeway
18 to stipulate what that should be?

19 MS. RHYNHART: Sure. Yes.

20 COUNCILWOMAN REYNOLDS BROWN: Okay. All
21 right. Then you can stay there. President
22 Clarke approached this question this
23 morning. I'm going to approach it a
24 different way.

 Strehlow & Associates, Inc.

 (215) 504-4622

1 So, what we know is that filler of fact,
2 I want to put this in context because I have
3 two follow-up questions. Philadelphia is a
4 majority minority city. Fact: In 2014,
5 Philadelphia was 44.1 percent
6 African-American; 13.6 percent Hispanic and
7 Latino; 17.2 percent Asian which equals
8 about 64.9 percent once you combine those
9 numbers. The conclusion is that
10 Philadelphia's a majority minority city when
11 the remaining 45 percent is white.

12 So as the appropriators and
13 representatives of one of our country's most
14 diverse major cities, help us Members of
15 this Council, tell us how we can tell our
16 constituents that you all who manage this
17 major billion dollar enterprise are indeed
18 serious when it comes to minority inclusion.

19 Help us -- help us, tell us how we can
20 with confidence let constituents know that
21 you all are serious?

22 Here is why I ask the question or make
23 the statement. I've been here for 15 years.
24 And I have heard again this morning the City
 Strehlow & Associates, Inc.

(215) 504-4622

1 takes too long to pay. We have been -- we
2 have been working on that. That started
3 with the building of the stadiums.

4 MS. RHYNHART: Okay. I don't --
5 obviously, what I can talk about now is what
6 the Kenney Administration is doing to fix
7 these problems. They are longstanding
8 problems. And I understand the frustration
9 at that.

10 I think some of the problems are not --
11 it's not one reason why something is
12 happening internally. It's not one
13 department. They are cross-departmental
14 problems that need cross-departmental
15 solutions, which is what we are doing now.
16 And I can only speak right now to say that I
17 understand the frustration going back.

18 I will tell you that we are working very
19 hard right now, weekly meeting to get to the
20 problems of why things are going wrong and
21 to figure out the answers and to fix them.
22 And I think over the next few months as we
23 report back to you, hopefully, you will gain
24 some comfort in what we are actually

Strehlow & Associates, Inc.

(215) 504-4622

1 accomplishing.

2 COUNCILWOMAN REYNOLDS BROWN: That would
3 be welcomed. We will have to be reminded
4 that Mayor Kenney, Harold Epps, Nolan
5 Atkinson cannot lift all boats by
6 themselves.

7 MS. DOWD-BURTON: So Councilwoman,
8 Angela Dowd-Burton, Deputy Commerce Director
9 for the Office of Economic Opportunity. I
10 report both to the Chief Diversity and
11 Inclusion Officer Nolan Atkinson and the
12 Commerce Director Harold Epps. And we are
13 focused very much on the inclusion efforts
14 of Mayor Kenney's Administration not only on
15 the business side but also workforce, as
16 well.

17 We include in our current disparity
18 study a review of not only the minorities
19 and women who are working on construction
20 contracts and the demographics, but also the
21 availability that we have in the market. We
22 understand and absolutely appreciate the
23 steps that you gave earlier. And we will be
24 setting goals in the next fiscal years that
Strehlow & Associates, Inc.

(215) 504-4622

1 relates to not only what we've achieved but
2 also where we should be directing resources
3 and energy to help build a stronger
4 workforce that is more diverse.

5 COUNCILWOMAN REYNOLDS BROWN: And so
6 with that said, I do not recall getting the
7 direct answer from Councilman Sanchez'
8 question do you plan to debundle the
9 contracts?

10 MS. RHYNHART: We plan to -- I think the
11 Procurement Commissioner can probably answer
12 that more specifically than I could. But I
13 would say that we definitely plan to
14 debundle where there is opportunity to bring
15 in more diverse vendors. I would say that
16 the commitment is there, yes.

17 COUNCILWOMAN REYNOLDS BROWN: Okay.

18 Thank you, Mr. President.

19 COUNCIL PRESIDENT CLARKE: Thank you,
20 Councilwoman.

21 Chair recognizes Councilman Henon.

22 COUNCILMAN HENON: Thank you, Council
23 President.

24 Good morning -- I guess it's good
Strehlow & Associates, Inc.

(215) 504-4622

1 afternoon, 12:02. Couple quick questions.

2 One, a few statements I would like to
3 make. When I think the Council President
4 had made a statement early on and our Public
5 Property Commissioner had a packet for the
6 22nd District, police district. Well, I'm
7 putting dibs in on the 15th Police District
8 for a new facility because the amount of
9 emergency-based only repairs and conditions
10 I think are atrocious for anybody to be
11 working under, especially our first
12 responders, our police officers who are
13 trying -- who are putting public safety
14 first.

15 So, the 15th Police District is
16 extremely important. It's been in one of
17 those carryover capital investment approvals
18 for year after year after year. And I think
19 there's no better time than now for me to
20 stand up. There has been a movement within
21 my district to split the district. It is
22 the largest in population, and it's the
23 largest in its territory. And it has more
24 incidence than any other police district in
Strehlow & Associates, Inc.

(215) 504-4622

1 the City of Philadelphia. Now incidents
2 vary, obviously, you know, depending upon
3 their categories. We are pretty busy in the
4 15th Police District. I'm going to be
5 sitting down with and have with the police
6 department capital.

7 MS. ADAMS: And that was definitely one
8 that's being discussed at -- one of these
9 ones that meets.

10 COUNCILMAN HENON: As we get into the
11 department hearings, we will draw down a
12 little more.

13 Also, my understanding is that
14 procurement, I am happy to hear at least
15 from the meetings that I have been having
16 over the last year and moving into this
17 year, the Procurement is going to be
18 reformed. Because it's a -- it needs to
19 happen. It needs to happen if we want to
20 move \$8 billion Capital Program in the City,
21 not including any more investments that the
22 Administration would like to see.

23 You know, when it comes to Parks and
24 Recreation, they are absolutely the safe
Strehlow & Associates, Inc.

(215) 504-4622

1 havens for our children.

2 MS. ADAMS: Absolutely.

3 COUNCILMAN HENON: Families that are
4 located in our neighborhoods. In my
5 district alone to my colleague and friend
6 and Councilwoman Parker, you know, in my
7 district alone over the last four years, I
8 spent 8 or 7 million dollars in capital
9 improvements. The investment of new dollars
10 and having a process where procurement is
11 fair, procurement is quick and responsible,
12 inclusive will provide us a fast paced and a
13 quicker time frame to get our shovels in the
14 ground and our families in the rec centers.
15 So, I think that is our end goal there.

16 I have a couple of questions on the
17 Quality of Life and Economic Development
18 Projections on page 23. Can these be picked
19 apart to what constitutes a quality of life
20 versus economic development?

21 MS. ADAMS: Yes. Would you like us to
22 just give you a -- we can send you a
23 summary.

24 COUNCILMAN HENON: If you can send me a
Strehlow & Associates, Inc.

(215) 504-4622

1 summary. The projections are uneven. I
2 mean, how do you account for and build
3 program around the fluctuating numbers?

4 MS. ADAMS: I think it's just based on
5 the timing of when we think projects -- the
6 timing of when projects happen. And then
7 it's sort of an amalgamation from different
8 departments depending on what's happening.

9 COUNCILMAN HENON: They're phased in?

10 MS. ADAMS: Yes. We can show you kind
11 of by department what is categorized.

12 COUNCILMAN HENON: And on that same
13 page, there is a bump in technology upgrade
14 in 2018 to 2019.

15 MS. ADAMS: And that's also based on the
16 timing of when -- there maybe some planning
17 from some projects. And then the actual
18 buying of the big system is in a certain
19 year. And we can outline that for you, so
20 you can see that.

21 COUNCILMAN HENON: Just to further on
22 that, the new improved facilities and
23 modernization, I think that's also probably
24 phased.

Strehlow & Associates, Inc.
(215) 504-4622

1 MS. ADAMS: That's correct.

2 COUNCILMAN HENON: The deferred
3 maintenance cost levels are staying
4 constant?

5 MS. ADAMS: It's --

6 COUNCILMAN HENON: Or consistent?

7 MS. ADAMS: It's also based on when we
8 think the project can actually -- you know,
9 there's a certain amount of time that needs
10 to plan, lodge, modernization of a facility.
11 And so, that's got into the thinking about
12 the timing of when the big renovations would
13 actually happen on the creation of the --

14 COUNCILMAN HENON: Fair enough. We can
15 get into that.

16 MS. ADAMS: We will break this down for
17 you so you can see how we came up with that.

18 COUNCILMAN HENON: No worry. It's a
19 good snapshot right now for me. We -- in
20 the last two years, and I know our Public
21 Property, our great Public Property
22 Commissioner, I want to add, from the
23 northeast will attest to. I'm going to be
24 asking each department that comes up during
Strehlow & Associates, Inc.

(215) 504-4622

1 this budget process where they are located,
2 you know, what kind of space they have? Do
3 we own the building? Do we lease the
4 building? What's the terms of the lease and
5 what amount of space do we utilize on the
6 floor design for personnel as opposed to
7 storage common use?

8 MS. ADAMS: Okay.

9 COUNCILMAN HENON: As well as are those
10 employees field employees.

11 MS. ADAMS: Okay. And you want the
12 departments to have that with them for the
13 hearings?

14 COUNCILMAN HENON: I will have that in
15 advance to every department, you know, out
16 of respect as over the last several years.
17 I think it gives us a real snapshot or an
18 idea of how we utilize our public property
19 and our spaces.

20 MS. ADAMS: Okay.

21 COUNCILMAN HENON: And I know that we
22 have had one in design. I think the
23 Planning Commission or one of the
24 departments had a floor that has been

Strehlow & Associates, Inc.

(215) 504-4622

1 recently designed, so I want to see if those
2 efficiencies actually are -- have a rate of
3 return in what we're trying to accomplish.

4 MS. ADAMS: Okay. We will have Public
5 Property Commissioner work with departments.

6 COUNCILMAN HENON: It's no problem. I
7 will be sending -- I will be sending all
8 that out in advance --

9 MS. ADAMS: Okay. Great.

10 COUNCILMAN HENON: -- of the hearings
11 here.

12 And last, you know Councilwoman Blondell
13 Reynolds Brown was talking about the
14 benchmarks of our energy conservation. Yo
15 know, going to be asking a lot about
16 especially when it comes to our prison
17 system, the amount of energy consumption and
18 wastes that we have. And, you know, we're
19 talking about escos[sic] versus, you know,
20 other energy saving opportunities. I just
21 wanted to make sure that there's
22 opportunities that we can conserve
23 significantly and reinvest back into our
24 public property and the departments that we
Strehlow & Associates, Inc.

(215) 504-4622

1 have.

2 I have question for the Airport, if the
3 Airport is here.

4 (Witness approaches Table.)

5 MS. ADAMS: They are.

6 MS. CAMERON: Good morning. Chellie
7 Cameron.

8 COUNCILMAN HENON: Good afternoon.

9 MS. CAMERON: Good afternoon, goodness.

10 COUNCILMAN HENON: Welcome to your first
11 Budget. We're excited for you.

12 MS. CAMERON: Thank you so much,
13 Councilman.

14 COUNCILMAN HENON: Just have a general
15 question.

16 MS. CAMERON: Sure.

17 COUNCILMAN HENON: Where does the
18 capital responsibilities for the City to
19 begin and end at the Airport?

20 MS. CAMERON: In terms of funding, we
21 are an enterprise fund of the City. And so,
22 we provide all of the funding necessary for
23 the capital projects at the Airport within
24 the Division of Aviation. It's important to
Strehlow & Associates, Inc.

(215) 504-4622

1 note that the airlines also have an approval
2 authority over capital projects. And that's
3 done in accordance with our use and lease
4 agreement with them.

5 COUNCILMAN HENON: Which was just
6 renewed --

7 MS. CAMERON: Yes.

8 COUNCILMAN HENON: -- for a term last
9 year? I believe if I can recall, it's three
10 quarters of a billion dollars of capital
11 investment?

12 MS. CAMERON: Actually, total when you
13 include a couple of extensions that we had
14 in previous years, we have a total of
15 \$1.6 billion approved over the next number
16 of years in capital improvements at the
17 Airport.

18 COUNCILMAN HENON: And I think, if I'm
19 not mistaken, \$250 million was approved by
20 the airlines prior to the renewal of the
21 lease agreement; is that correct?

22 MS. CAMERON: That came with the
23 extension in 2013.

24 COUNCILMAN HENON: Extension.
Strehlow & Associates, Inc.

(215) 504-4622

1 MS. CAMERON: Correct.

2 COUNCILMAN HENON: Now, has any of that
3 capital investment been started?

4 MS. CAMERON: Oh, yes. Yes.
5 Absolutely.

6 COUNCILMAN HENON: Of that 250? I'm
7 going back years now.

8 MS. CAMERON: Yes. A lot of that money
9 was for planning of projects. And a number
10 of those -- so, it was really to take a look
11 at the CEP, the Capacity Enhancement
12 Program, to see how we would start to roll
13 that out. And so, we hired a program
14 management office. And they have done a
15 number of studies so that we can start to
16 advance projects and understand what's
17 required for them.

18 There was also money in that for land
19 acquisition. And as you may remember, we
20 came to Council last year and purchased
21 International Plaza as one of our major land
22 acquisitions. We previously purchased a
23 couple of other parcels all again to provide
24 room for the Capacity Enhancement Program.

Strehlow & Associates, Inc.

(215) 504-4622

1 COUNCILMAN HENON: Which is exciting for
2 economic development and growth all the way
3 around. In advance to the hearings, if you
4 can provide a capital breakdown of the
5 improvements in maintenance from the City
6 Capital Investment and differentiate the
7 separation between the City's investment and
8 the Airlines fees and Capital Program that
9 they have.

10 MS. CAMERON: Okay. What it might be
11 most useful to do, with your permission, I
12 can work with you afterwards. What we'll
13 probably put together is our entire Capital
14 Program and then list the different funding
15 sources. We have Airport revenue bonds
16 that, again, the airlines need to provide
17 approval for before we can issue. We have
18 passenger facility charges. We have federal
19 grants. And we can talk through all of our
20 projects when we come back on May 2.

21 COUNCILMAN HENON: Great. We will talk
22 in advance. Thank you.

23 MS. CAMERON: Okay. Great. Thank you.

24 COUNCIL PRESIDENT CLARKE: Thank you,
Strehlow & Associates, Inc.

(215) 504-4622

1 Councilman.

2 Chair recognizes Councilman Oh.

3 COUNCILMAN OH: Thank you very much,
4 Council President. I do have a question.

5 When I first got elected four years ago,
6 there was a big to do about the improvement
7 in technology in the City of Philadelphia.
8 And that's when I met, I believe Adel Ebeid.
9 And my understanding from those
10 conversations was that people would be able
11 to do their business from home online, get
12 stuff done at our commerce, you know, small
13 businesses could do things. Things would be
14 a lot more efficient. And things like, you
15 know, getting vendors paid and all those
16 type of things, we'd have this very
17 streamlined up to date technological City
18 function.

19 Could you just go through -- I thought
20 that was \$120 million if I recollect at this
21 point in time. Does that sound about right?

22 MS. ADAMS: The Chief Information
23 Officer is coming up who can help answer
24 some of these questions. I don't have what
Strehlow & Associates, Inc.

(215) 504-4622

1 the old prior six-year plan has. I'm sorry.
2 I don't have that in front of me. I know
3 what we are intending to do for this Capital
4 Program, and I know that -- we can talk
5 through that.

6 COUNCILMAN OH: Fortunately, the
7 Commissioner and I had an opportunity to
8 meet and talk. And I do understand he's
9 been on board for several months now. So,
10 what I want to do is to make sure that my
11 question is understood.

12 That is, that I understood that we were
13 embarking on a really significant effort to
14 improve the technology and interfacing of
15 our City government with our citizens who
16 can do things online, you know, top notch
17 technology for which we were going to commit
18 \$120 million. Which, in retrospect, I don't
19 know was a big or small number. Seemed
20 pretty big at the time to me. But I don't
21 know what was all involved.

22 Are we done? Did we spend all that
23 money? Are we finished and this is where we
24 are? Or are we in the middle of doing more?
Strehlow & Associates, Inc.

(215) 504-4622

1 Do we have more improvements coming?

2 Where are we in this process.

3 MR. BRENNAN: I'm Charles Brennan,
4 Council President. I'm the CIO with the
5 City. Councilman, you are correct. We had
6 \$120 million that was allocated several
7 years ago. A lot of the projects have been
8 finished.

9 For example, 311 was built with a
10 \$120 million. We have also done a number of
11 improvements to the City's website.

12 For example, we are collecting an awful
13 lot of money now because we made it easier
14 for people to pay online. And we are still
15 working with that. Actually, if you go to
16 the City's website Business.phila.gov, we
17 made it much easier now if you want to
18 establish a business, run a business.

19 So, there have been a number of projects
20 done and there are still projects yet to be
21 done because spending \$120 million, you're
22 right. It's a lot of money. The process is
23 inherently slow. So, I can give you a list
24 of those projects and kind of where they are
Strehlow & Associates, Inc.

(215) 504-4622

1 in the pipeline. Many actually have been
2 completed.

3 COUNCILMAN OH: I know that there's a
4 new administration and a new emphasis, and
5 that's the way things should be. So now
6 like Parks and Recreation, but it doesn't
7 seem to me to be quite the place where I
8 hope we would end up.

9 Is there some plan to improve the
10 technology further and, you know, maybe
11 there's some target amount of money, another
12 \$60 million? I don't know. But what is,
13 you know, the idea of, you know, the City
14 workers having handheld devices and police
15 officers using handheld devices without the
16 need to do paperwork on the typewriter, you
17 know, all those type of things.

18 Is that on the horizon at all?

19 MR. BRENNAN: Actually, Councilman, it
20 actually never stops. I think the real
21 struggle for the City is we are very much in
22 a time warp. We have stuff out there
23 literally from the '80s and we keep it
24 running. And then we have stuff we put out
Strehlow & Associates, Inc.

(215) 504-4622

1 last month, and we have to keep that
2 running, too. So, it's an awful lot of
3 money. And it's an awful lot of resources
4 in order to do that. But I can tell you
5 that we actually never stop moving forward.

6 So for example, with the Police
7 Department, very familiar with them. We
8 actually just recently replaced all the
9 mobile data terminals. They have mobile
10 computers in all their cars. And those
11 devices don't last forever. Really every
12 maybe five years or so we have to refresh
13 those. And you know, we are trying to make
14 it simpler.

15 For example, we've rolled out about
16 2,200 licenses of which called Office 365.
17 And you talked about, you know, being --
18 people being able to work from home. Here
19 Anna has Office 365. And I'm sure she uses
20 it to work from home. And it's a
21 collaborative tool. So you know, we are
22 trying to roll that out to make people
23 really much more efficient now and have the
24 same tools if they want to work from home

Strehlow & Associates, Inc.

(215) 504-4622

1 that they would have at the office.

2 COUNCILMAN OH: Okay. Thank you.

3 Thank you very much.

4 COUNCIL PRESIDENT CLARKE: Chair
5 recognizes Councilman Domb.

6 COUNCILMAN DOMB: Thank you, Council
7 President. It's a follow up to Councilman
8 Oh's question.

9 I'm looking through the book of Office
10 of Innovation and Technology. And the
11 question I have is, it says in here we
12 decreased by 50 percent the funding for that
13 department for this year. And so, there
14 aren't efficiencies in the City. And I
15 always thought we should have a Department
16 of Efficiency in the City. There are
17 efficiencies we can implement through
18 technology. I am just going to throw them
19 out because I think maybe we should look at
20 these things to save money. Because I think
21 saving money is always better than spending
22 it. My mother taught me that one.

23 But I went through a tour of the
24 mailroom. And Commissioner Breslin was very
Strehlow & Associates, Inc.

(215) 504-4622

1 helpful when we had this little fiasco, you
2 know, the mailroom fiasco. There is like
3 15 million paces of mail that come out of
4 the mailroom every year. I think 6 million
5 pieces come out of water and sewer. And I
6 think 500,000 come out of real estate. And
7 the question is not just the postage, the
8 \$0.40 on those, but the cost of the
9 envelopes, maybe some labor.

10 Should we be look at systems to automate
11 water and sewer and real estate and have
12 those bills automated? And not everyone in
13 the City has access to email, but maybe 75
14 to 80 percent of us do so we can maybe run
15 two systems but become much more efficient.
16 The postage alone might 3 to 4 million
17 dollars saved.

18 Are those the types of things I think we
19 should be doing in making ourselves more
20 efficient. I just want to bring that up as
21 something for you guys to --

22 MS. ADAMS: And I think the Revenue
23 Commissioner can come and discuss that
24 with -- even maybe the Chief Information
Strehlow & Associates, Inc.

(215) 504-4622

1 Officer just to talk about kind of ideas
2 like that they may have already discussed.

3 COUNCILMAN DOMB: I would love to give
4 10 or 15 ideas like this where we can save
5 money and make ourselves more efficient.

6 MS. ADAMS: Yeah. We actually during
7 the budget process, we have many
8 conversations like that when departments
9 come to us with ideas of ways that we --
10 that they think they can either raise
11 revenue or save money. We get very excited
12 about that in the budget office. So, we
13 spend a lot of time working with them about
14 analyzing those kind of ideas, what the
15 initial investment, whether we can afford
16 the initial investment. There is --
17 sometimes we just have bottom line
18 challenges.

19 When we know that there are risks that
20 we are willing to take that we think will
21 pay off, we do try and do that. So we
22 are always --

23 COUNCILMAN DOMB: My concern was that we
24 are cutting the budget, we might not have
Strehlow & Associates, Inc.

(215) 504-4622

1 enough money to do these types of things.

2 That's my general concern.

3 MS. RHYNHART: Hi, Councilman.

4 Do I need to say my name again?

5 (Councilman Greenlee sitting in as Chair.)

6 COUNCILMAN GREENLEE: No.

7 MS. RHYNHART: Okay. So to address the
8 50 percent cut up, I just wanted to
9 highlight that. There was \$120 million
10 given for IT projects over the course of
11 about five or six years that just came to an
12 end. And so, that's basically the first
13 round of large projects prioritized. That's
14 why you see the 50 percent dropoff.

15 Over the next year, we will be starting
16 an internal process which we would also like
17 to include Councilmembers that are
18 interested in about what projects will be in
19 the next large group of prioritization to
20 upgrade. Will it be, you know, the revenue
21 system, tips? Or will it be -- there is
22 many police needs -- there is lot of
23 different projects that need upgrading. And
24 we will need to look at the next big wave.

Strehlow & Associates, Inc.

(215) 504-4622

1 So, that is where you see the drop off.

2 Over the next year, we will have a
3 conversation about for the '18 budget
4 process, about where the next big group of
5 projects.

6 COUNCILMAN DOMB: So my only concern is
7 that we have enough money to make the
8 investments that have great paybacks. That
9 was my only concern. Thank you.

10 COUNCILMAN GREENLEE: Thank you,
11 councilman.

12 Councilman Green.

13 COUNCILMAN GREEN: Thank you, Councilman
14 Greenlee. I would like to follow up on the
15 line of questions that Councilwoman Sanchez
16 and Councilwoman Brown raised in reference
17 to Procurement and OEO. Can I have those
18 two department heads come to the table?

19 (Witnesses approach Table.)

20 COUNCILMAN GREEN: Ms. Dowd-Burton, in
21 your tenure as the head of OEO, can you give
22 me any perspective on any enforcement
23 actions you have taken in that role?

24 MS. DOWD-BURTON: Yes, Councilman.
Strehlow & Associates, Inc.

(215) 504-4622

1 Angela Dowd-Burton, Deputy Commerce Director
2 for the Office of Economic Opportunity.

3 There are a number of actions that the
4 Office of Economic Opportunity can take in
5 conjunction with operating departments and
6 procurement to enforce compliance on
7 contracts as it relates to participation.
8 One is the delay of payment of a contractor
9 who has not used a minority or women-owned
10 business or who fails to use them in the
11 allocated participation that they agree to
12 in the term of the contract.

13 Companies can also lose the contract or
14 they can be --

15 COUNCILMAN GREEN: Not give me a
16 recitation. What actual examples have you
17 done?

18 MS. DOWD-BURTON: So, I don't have the
19 names of companies with me today. I can be
20 happy to provide them to you. We have
21 delayed payments to certain primes who have
22 not either used or paid their
23 subcontractors. And typically, we are
24 informed of these actions or lack of actions
Strehlow & Associates, Inc.

(215) 504-4622

1 of primes by the subcontractors who are on
2 contracts.

3 COUNCILMAN GREEN: Can you provide to
4 Council President for dissemination to other
5 Members of Council your enforcement actions
6 that have occurred during your or during the
7 tenure of OEO?

8 MS. DOWD-BURTON: Yes.

9 COUNCILMAN GREEN: From my understanding
10 of my perspective, that is something I have
11 not seen any enforcement. I know there have
12 been some actions that have occurred from
13 debarment of the firm based on the work of
14 the Controllers Office and Inspector
15 General.

16 But were you involved in that action?

17 MS. DOWD-BURTON: Yes.

18 COUNCILMAN GREEN: Okay. Okay.

19 In reference of procurement, I know
20 Councilwoman Brown and also Councilwoman
21 Sanchez had raised concerns regarding
22 procurement. I guess my perspective is,
23 from my understanding, there's going to be a
24 change in the procurement process.

Strehlow & Associates, Inc.

(215) 504-4622

1 Can you give the Members of this Body
2 some understanding of how that change will
3 occur from a procurement perspective that
4 will allow more disadvantaged firms to
5 participate in City business?

6 MR. DAY: Sure. Trevor Day, Procurement
7 Commissioner. So as been testified
8 yesterday and today, we are doing additional
9 outreach to chambers of commerce. And we
10 continue to partner with OEO on outreach on
11 a monthly basis with small businesses. So,
12 that is something that we have done and will
13 continue to do. But we are doing extra
14 effort in reaching out to the chambers. We
15 have gone to the Chamber -- the Philadelphia
16 Chamber of Commerce. We are going to the
17 African-American Chamber of Commerce and
18 Hispanic Chamber of Commerce and other
19 chamber of commerces within the City of
20 Philadelphia.

21 Additionally, you know, we are looking
22 at the efficiency and process of increasing
23 that efficiency, making it easier for
24 businesses to apply to -- to the City of
Strehlow & Associates, Inc.

(215) 504-4622

1 Philadelphia for business. So we are
2 implementing an E-procurement system. We
3 should have the vendor under contract in the
4 next couple of weeks and starting that
5 project in April of this year.

6 COUNCILMAN GREEN: You made reference to
7 E-procurement. Are you contract?

8 MR. DAY: Yes.

9 COUNCILMAN GREEN: That process, are you
10 using any disadvantaged firms in that
11 process?

12 MR. DAY: Yes.

13 COUNCILMAN GREEN: And what's the
14 percentage or range in that process?

15 MR. DAY: I will have to get back to
16 you. But it's something like between 10 and
17 20 percent.

18 COUNCILMAN GREEN: And what was the goal
19 for that project.

20 MR. DAY: We are meeting the goal that
21 was set by OEO.

22 COUNCILMAN GREEN: So, the goal that was
23 set by OEO was 10 to 20 percent.

24 MR. DAY: I don't --
Strehlow & Associates, Inc.

(215) 504-4622

1 COUNCILMAN GREEN: Well, Ms. Dowd-Burton
2 is here. Can you state?

3 MS. DOWD-BURTON: So, the City of
4 Philadelphia has an overarching goal of
5 35 percent for Fiscal Year '17, 30 percent
6 for Fiscal Year '16.

7 COUNCILMAN GREEN: I'm referring to
8 eContract.

9 MS. DOWD-BURTON: Sorry?

10 COUNCILMAN GREEN: I'm referring to this
11 initiative, not the City's overriding goal.
12 I'm talking about this initiative.

13 MS. DOWD-BURTON: So each -- this
14 initiative is comprised of varying
15 commodities. And based on the commodities,
16 the goals are set given the number of
17 companies in our registry who can provide
18 the product or service. So, we would have
19 to look at the commodities that are part of
20 the initiative and give you the itemized
21 goals that were set on those transactions.

22 COUNCILMAN GREEN: Okay. I would like
23 that provided to the Members of Council.

24 MS. DOWD-BURTON: Okay.
Strehlow & Associates, Inc.
(215) 504-4622

1 COUNCILMAN GREEN: In addition, I
2 believe you are also working on a -- doing
3 some procurement regarding security cameras,
4 as well?

5 MR. DAY: With regards to what?

6 COUNCILMAN GREEN: Security cameras.

7 MR. DAY: Security cameras.

8 COUNCILMAN GREEN: Right. In the Police
9 Department, I believe or --

10 MR. DAY: I'm not familiar with that.
11 But you have a question around this?

12 COUNCILMAN GREEN: I'm sorry. Body
13 cameras.

14 MR. DAY: Body cameras, yes.

15 COUNCILMAN GREEN: I used the wrong
16 language. What's been the participation on
17 body cameras?

18 MR. DAY: We -- the current contract
19 that we have for body cameras does not have
20 participation on it.

21 COUNCILMAN GREEN: And why is that?

22 MR. DAY: Because it's a vendor that
23 does not have any participation on that -- I
24 mean, again it goes to Angela's sort of
Strehlow & Associates, Inc.

(215) 504-4622

1 evaluation of opportunities within the OEO
2 registry. And if there is -- there are not
3 businesses registered with OEO, and then
4 ranges are not applied to those bid
5 opportunities.

6 COUNCILMAN GREEN: So as part of your
7 outreach that you are going to take upon
8 yourself, you are going to reach out to
9 various entities that can provide either
10 body cameras for other projects where we
11 don't have people currently on registry?

12 MR. DAY: Yes. There will be a larger
13 RFP put out or sealed bid for body cameras.
14 And that will be evaluated and included within
15 that opportunity.

16 COUNCILMAN GREEN: My time is up. I
17 will come back to these questions either
18 through department testimony or today.

19 COUNCILMAN GREENLEE: Thank you,
20 Councilman.

21 Councilwoman Gym.

22 COUNCILWOMAN GYM: You can stay there.
23 So, a couple of questions.

24 So the Council President had asked that
Strehlow & Associates, Inc.

(215) 504-4622

1 the professional services component of the
2 Capital Budget had asked for participation.
3 And so, you had reported that between 10 to
4 15 percent. You gave other types of numbers
5 of, you know, 12 and 14. But clearly not
6 reaching the 2016 goal of 30 percent; is
7 that right?

8 MS. DOWD-BURTON: So, the Public
9 Property Commissioner provided some details
10 on the percentage of contract dollars that
11 were awarded to minorities based on them
12 being prime contractors or them being
13 subcontractors. Overall, she reported
14 44 percent when you add all of the dollars
15 up for the professional services.

16 COUNCILWOMAN GYM: Right. And then the
17 8 percent, the 12/14, is based on the
18 numbers of contracts delivered; is that
19 right? It's based on the number of actual
20 contracts? There would be no way for --
21 you're comparing two different numbers,
22 aren't you? Like the 44 percent is
23 different from the 12 and 14.

24 MS. ADAMS: I think the confusion is she
Strehlow & Associates, Inc.

(215) 504-4622

1 was -- she was referencing the prime
2 contractors versus the subcontractors
3 overarching -- what the Commission was
4 talking about was the spend amount. And the
5 different -- overarching was 44 percent.
6 And I believe it was 26 percent in the prime
7 contractors. And the remainder, the
8 18 percent was in the subcontractors. But
9 the overarching percentage was 44 percent of
10 the spend the Public Property has made in
11 professional services contracts.

12 COUNCILWOMAN GYM: Right. And would
13 that number be significantly different if
14 you looked at the contracts, so individual
15 contracts who were delivered? There could
16 be, like, one contractor who got an enormous
17 sum.

18 MS. ADAMS: Absolutely.

19 COUNCILWOMAN GYM: That would completely
20 give you the idea that 44 percent --

21 MS. ADAMS: This is the overarching of
22 the spend number. By contract, it could
23 vary significantly. You could have -- the
24 range could be set by OEO lower or higher
Strehlow & Associates, Inc.

(215) 504-4622

1 than that depending on what they believe
2 as --

3 COUNCILWOMAN GYM: Is it 30 percent?

4 MS. DOWD-BURTON: Yes.

5 MS. ADAMS: The overarching City goal is
6 30 percent.

7 COUNCILWOMAN GYM: The overarching
8 goal -- 30 percent is a reference to the
9 amount of money spent, or to the
10 representation of the contractors?

11 MS. DOWD-BURTON: Okay. Let me clarify.
12 So at the beginning of fiscal year, the City
13 of Philadelphia has a goal. And for Fiscal
14 Year '16 it was 30 percent.

15 COUNCILWOMAN GYM: 30 percent of what?

16 MS. DOWD-BURTON: 30 percent of the
17 contracts awarded would be awarded to
18 minority and women-disabled owned
19 businesses. During the year, the Office of
20 Economic Opportunity receives bids and RFPs
21 that we review for the availability of
22 minorities and women in our registry. And
23 based on that availability, we set goals on
24 the individual transaction.

 Strehlow & Associates, Inc.

 (215) 504-4622

1 And so throughout the year, you have a
2 fluctuation based on what the City is buying
3 in terms of what our goals are and what we
4 actually achieve in terms of contracts
5 awarded and our participation on those
6 awards.

7 COUNCILWOMAN GYM: Are you seeking to
8 reflect the registry? Is that what you're
9 saying?

10 MS. DOWD-BURTON: So, we do review the
11 registry, the companies that are in the
12 registry, and those companies that are
13 selling what we actually buy. So as an
14 example, the body cameras we would set a
15 goal based on the number of companies in the
16 registry that can sell or install body
17 cameras.

18 COUNCILWOMAN GYM: Right. Definitely
19 understood. So, the -- you know, this
20 registry is very interesting. You have a 50
21 percent goal to increase the number of
22 registered M/WBE contractors so that they
23 can participate in the procurement system.

24 For example, with the E-procurement
Strehlow & Associates, Inc.

(215) 504-4622

1 system, is it being distributed in languages
2 other than English?

3 MS. DOWD-BURTON: My --

4 COUNCILWOMAN GYM: You have a
5 participation rate of Latinos that is
6 9 percent of the total of M/WBE. And you
7 know, so is it being distributed in a
8 language other than English?

9 MR. DAY: I don't know the answer to
10 that question, but I can get a response
11 back.

12 COUNCILWOMAN GYM: If the answer is --
13 if the answer is other than, yes, we have
14 prioritized it, then we are likely not to
15 include limited English speakers or
16 diversity within our Hispanic and
17 particularly our Asian-American communities,
18 right?

19 MS. DOWD-BURTON: So, one of the things
20 that we do in terms of outreach is work very
21 closely with the Hispanic Chamber of
22 Commerce and the Asian Chamber of Commerce.
23 We, in the Office of Economic Opportunity,
24 do not have multiple language literature or
Strehlow & Associates, Inc.

(215) 504-4622

1 our annual report is an example.

2 COUNCILWOMAN GYM: Right. And I would
3 encourage you to know that if you want to
4 truly diversify, but all languages are in
5 English, then we are going to have a problem
6 outreaching to diverse communities.

7 I have a tremendous amount of respect
8 for all of our individual chambers of
9 commerce, but many of our corridor
10 communities and many of our independent
11 community members may not be able to connect
12 with the Chambers of Commerce, which are,
13 you know, very close to the overall
14 Philadelphia Chamber of Commerce as a
15 result.

16 So you know, we can't continue to use
17 them as just the only means of going out.
18 And I'm sure you are going to be working
19 more with commerce. I will follow up with
20 this, as well. I know my colleagues will.

21 I had a quick question about Comcast and
22 sort of what the capital -- this is not for
23 you, obviously -- but what the capital
24 efforts would look like with Comcast.

Strehlow & Associates, Inc.

(215) 504-4622

1 The agreement has that was just achieved
2 has this public interest aspect to it, as
3 well. There is like some kind of
4 institutional network and a private network
5 that they are building out to connect the
6 City buildings.

7 But, you know, is there an aspect to the
8 building out of the capital aspect of it
9 that has, like, some community engagement or
10 efforts to do some kind of engagement? Is
11 that part of the expenditures you are trying
12 to reach out and diversify around the City?

13 MR. BRENNAN: I'm sorry, Councilwoman.
14 I got some of that. I don't think I got it
15 all.

16 COUNCILWOMAN GYM: I'm sorry. I
17 switched very quickly. I'm on a
18 seven-minute time schedule here.

19 I'm interested in the capital aspect.
20 I'm going to make an assumption, but you can
21 correct me if I'm wrong. About the fact
22 that the Comcast agreement has agreement to
23 it. There is the building out of a network
24 to connect all the City buildings. And, you
25 Strehlow & Associates, Inc.

(215) 504-4622

1 know, there is questions of how it will
2 reach out to public interest groups and how
3 this will benefit lots of organizations. I
4 am wondering if you can comment a little bit
5 about the investment on that network? And
6 in what ways are we reaching out to diverse
7 communities to ensure that some of the
8 public interest aspect of this agreement
9 actually gets put into place.

10 MR. BRENNAN: There is probably a
11 misconception about that part of the
12 agreement is that that party agreement is
13 almost a side letter. And that is, we are
14 involved now in virtually separate contract
15 negotiations over that. Just because a
16 franchise agreement was signed, that part is
17 not finished yet.

18 Matter of fact, I met with Comcast this
19 week half a day. I have another meeting,
20 myself and my team, within two weeks to
21 settle that issue. But the -- our agreement
22 will connect 225 City buildings together
23 with a fiber infrastructure that will enable
24 us, for example, to give free wifi access

Strehlow & Associates, Inc.

(215) 504-4622

1 when a citizen enters a City building.
2 That's one of the good things. Plus, it
3 will give -- you will see things moving much
4 faster kind of between buildings.

5 We estimate that it's about a 15-month
6 build out from when we finally sign the
7 agreement. And all the capital costs on
8 that are on Comcast. There is no capital
9 cost on the City. That will also reduce our
10 telecommunications cost. We estimated it
11 will reduce our cost by about \$50,000 a
12 month from what we are paying now. But that
13 is, again, still part of negotiations with
14 Comcast.

15 COUNCILWOMAN GYM: But the City is
16 involved with those negotiations; is that
17 right?

18 MR. BRENNAN: I'm part of the City, and
19 I'm right at the table, yes.

20 COUNCILWOMAN GYM: And I guess one of my
21 question is, in what way while recognizing
22 this isn't a burden on our Capital Budget.
23 In what way are you ensuring our public
24 interest groups who had a lot to do with
Strehlow & Associates, Inc.

(215) 504-4622

1 the, you know, activity and pushing for
2 this, you know, accessibility for us are
3 being part of the conversation?

4 Like, what could be on the table? What
5 can we do with that? What are the
6 opportunities that present itself? What is
7 public access channels or, you know, usage
8 of our types of buildings?

9 How can we ensure there is, like, a
10 civil engagement aspect to it as you have
11 the dialogue with Comcast so it's not just
12 a -- you know, it closes down again after
13 what became a very big public process.

14 MR. BRENNAN: Yes. The Inet piece is
15 really internal to the City. But there are
16 other pieces which involve the -- more the
17 community. And the big one is the -- is
18 called the Digital Alliance Fund. The
19 Digital Alliance Fund is -- it's sort of an
20 agreement. It's there. It's a half million
21 dollar grant from Comcast to close kind of
22 the digital divide.

23 And what that means is somewhat vague
24 now. It's vague in the -- in the wording of
Strehlow & Associates, Inc.

(215) 504-4622

1 the franchise agreement. But the idea that
2 we are moving toward, and it's ironic that
3 you bring this up because I just sent the
4 procedure to my boss Rebecca Rhynhart before
5 I got over here.

6 And we are -- the idea in the agreement
7 is that we would form a board that would be
8 a board of individuals, companies,
9 institutions. And that board would decide
10 how that half million dollars is spent. And
11 the idea is to grow the half a million
12 dollars by inviting people on the board who
13 may contribute to the half million dollars.
14 So, that is moving forward. It's very much
15 in its infancy right now.

16 COUNCILWOMAN GYM: I would definitely
17 encourage you to reconsider about the
18 composition of the board. And that it's
19 not -- if the board is about -- if -- the
20 goal of raising money should be separate
21 from the goal of how it's spent.

22 MR. BRENNAN: I agree.

23 COUNCILWOMAN GYM: That those who raise
24 may have different views on what should be
Strehlow & Associates, Inc.

(215) 504-4622

1 very much of a public interest project.
2 This is about closing the digital divide.
3 And that the people who need to be at that
4 table are those suffering the consequences
5 of a massive digital divide in our City.
6 The inability to access records, the
7 inability to go online and register for
8 things, the inability to even pay a parking
9 ticket on time.

10 And so, would love to continue the
11 conversation with you afterwards.

12 MR. BRENNAN: Sure.

13 COUNCILWOMAN GYM: Would love to talk to
14 you more about. Thank you.

15 COUNCILMAN GREENLEE: Councilwoman
16 Reynolds Brown.

17 COUNCILWOMAN REYNOLDS BROWN: The
18 Managing Director or Ms. Rebecca Rhynhart,
19 if they could come back to the table.

20 (Witnesses approach Table.)

21 Councilwoman Gym asked a question about
22 providing procurement opportunities in more
23 than one language. During the budget
24 testimony, when procurement and/or OEO comes
Strehlow & Associates, Inc.

(215) 504-4622

1 back, we need to hear a direct answer to
2 that going forward.

3 Okay. Secondly, trends matter. And so,
4 department heads are very good at telling us
5 what has happened the past year with regards
6 to MBE/WBE activity for the capital, all
7 Capital Program Office. I want to see the
8 trends over the last five years so we can
9 see what the progress has or has not been in
10 those -- within that department; and
11 further, across district -- Councilmanic
12 districts so that District Councilmembers
13 can see what's happening or not happening in
14 their districts around Capital Programming.

15 And if that could be a part of the
16 budget testimony when you all come back
17 before us later.

18 MS. RHYNHART: Yeah.

19 MR. DiBERARDINIS: Yes.

20 COUNCILWOMAN REYNOLDS BROWN: Thank you.

21 MR. DiBERARDINIS: We will do that.

22 Thank you.

23 COUNCILWOMAN REYNOLDS BROWN: I'm sorry?

24 MR. DiBERARDINIS: We will do that.

Strehlow & Associates, Inc.

(215) 504-4622

1 Thank you.

2 COUNCILWOMAN REYNOLDS BROWN: Okay.

3 MS. RHYNHART: We are both nodding our
4 heads. We thought we had to add some verbal
5 to the record.

6 COUNCILWOMAN REYNOLDS BROWN: Thank you,
7 Councilman.

8 COUNCILMAN GREENLEE: Thank you,
9 Councilwoman.

10 Councilwoman Parker.

11 COUNCILWOMAN PARKER: Thank you,
12 Mr. Chair.

13 Listen, my question is in regards to
14 the -- again, the establishment of this new
15 board and maybe you can help us here. In
16 terms of your foresight. And I want to make
17 sure that because we are talking about a new
18 creation, that it would -- and to ask you
19 whether or not it would be subject to the
20 Philadelphia Code and the contracts and
21 procurement section.

22 So for example -- and I want to tell you
23 where this concept is being driven from.

24 Sometimes the private sector gets it right a
Strehlow & Associates, Inc.

(215) 504-4622

1 little bit, right? So, I am looking at a
2 diversity and inclusion self-assessment tool
3 here that was created by KPMG at the request
4 of the Greater Philadelphia Chamber along
5 with the Urban League and some other
6 entities. It is, in essence, a diversity
7 and inclusion self-assessment tool, right,
8 sort of from a board perspective, executive
9 directors. And I'm thinking what a great
10 tool. You know, we should as a City be
11 using this.

12 And low and behold, our diversity and
13 inclusion guru, former Councilman Wilson
14 Goode, Jr. said it's a great idea, but the
15 City is already ahead of the curve. And
16 this is included in the Philadelphia Code.
17 So my question is, as it relates to the E0
18 plans and sort of overview of board
19 construction, population of -- and
20 demographics of existing and current
21 employees.

22 You know, what is your track record for
23 companies that are interested in responding
24 and want to participate and do business as
Strehlow & Associates, Inc.

(215) 504-4622

1 it relates to Rebuild? Will they be subject
2 to, or we talking about new guidelines?

3 MR. DiBERARDINIS: You know, we have
4 not -- I have not, at least speak for
5 myself, in this process we have not gotten
6 that far with sort of just looking at the
7 structural -- broad structural features of a
8 mechanism to drive the program or to drive
9 the program forward once the allocations and
10 the specific sites are decided.

11 I would want to learn a little more
12 about it. And certainly, say we're open to
13 it. At least I'm open it. I would imagine
14 that the Administration is open to it. And
15 like to review that with you and others to
16 see how we can fit it in.

17 COUNCILWOMAN PARKER: Sure. What we
18 will do is we want to make sure that we
19 forward to your office, actually Chapter
20 17-1600, entitled Economic Opportunity Plans
21 and an amended Title XVII of the
22 Philadelphia Code regarding contracts and
23 procurement. We are going to make sure we
24 get a copy of this to your office along with
Strehlow & Associates, Inc.

(215) 504-4622

1 a sample copy of the KPMG develop diversity
2 and inclusion self-assessment tool.

3 And I think that Nolan Atkinson along
4 with Harold Epps would be very, very
5 familiar with the KPMG tool because they
6 were, I think, really the drivers of --
7 behind ensuring that that took place. But
8 since we're talking about a new entity, I
9 just want to make sure that some of the
10 safeguards that this Council worked to put
11 into place over the years to assure
12 diversity and inclusion, because we are
13 talking about something new, that it doesn't
14 forget all of the great work that has
15 already been done.

16 Thank you very much.

17 MR. DiBERADINIS: Appreciate it. Thank
18 you.

19 COUNCILWOMAN PARKER: Sure.

20 COUNCILMAN GREENLEE: Thank you,
21 Councilwoman. Was that diversity guru? Is
22 that what you called him? I like that.
23 It's a good title.

24 Councilman Green.
Strehlow & Associates, Inc.
(215) 504-4622

1 COUNCILMAN GREEN: Thank you, Councilman
2 Greenlee. Can the Procurement Commissioner
3 come back to the table?

4 (Witness approaches Table.)

5 I'm glad that my colleague Councilwoman
6 Parker used the word "track record" because
7 that phrase was on my mind. I guess it
8 comes from having a great mentor from
9 Councilman Tasco. We sometimes think alike.

10 And I use the word track record because
11 we are talking about this afternoon the
12 Rebuild Community Infrastructure Program,
13 \$300 million program. Councilman Sanchez
14 talked about the number of dollars allocated
15 in the Capital Program going forward as well
16 as Councilwoman Brown raised her issues.

17 So the Procurement Commissioner, you
18 talked about doing things in reference to
19 try and do more outreach. The type of
20 outreach that you're talking about are
21 things that have been discussed for many
22 years, outreach to various Chambers of
23 Commerce. What is your track record in
24 reference to doing things from inclusion

Strehlow & Associates, Inc.

(215) 504-4622

1 perspective that is going to be different
2 than what you talked about has been done
3 before?

4 MR. DAY: Sure. I can -- personally are
5 you asking?

6 COUNCILMAN GREEN: You are Procurement
7 Commissioner, so yeah, what is your track
8 record?

9 MR. DAY: Okay. So, I bring a different
10 perspective. And, I mean, I think we are
11 working with the Chief Administrative
12 Officer in looking at being inclusive and
13 creating opportunities across the board.
14 So, we have talked about looking at the
15 contract portfolio that gets put out by
16 Procurement in either bundling or debundling
17 some of that contract portfolio, looking at
18 the vendors that are registered within OEO
19 and creating opportunities for different
20 businesses to respond as well as, you know,
21 improving that process by which we require
22 the businesses to respond.

23 So E-procurement is going to make it
24 easier for businesses to respond online,
Strehlow & Associates, Inc.

(215) 504-4622

1 require that they -- they check boxes,
2 submit, you know, the required forms that
3 are required for each bid proposal, and
4 making it easier for a variety of businesses
5 to respond.

6 Personally, I mean, I am -- I've been --
7 I've lived in Philadelphia for 20 years. In
8 the late '90s, early 2000s, I worked for an
9 organization that was a community
10 development organization. I, you know, have
11 a heart for inclusivity within the City of
12 Philadelphia and creating growth within the
13 business community. I spent four to five
14 years, you know, sort of developing
15 businesses, working with a variety of host
16 of businesses and helping them grow.

17 So, that's where my heart is personally.

18 COUNCILMAN GREEN: You talked about
19 bringing a new perspective, but some of the
20 things you just made reference to debundling
21 outreach are ideas and things that have been
22 discussed for many years. So, what would
23 you bring that's different?

24 I mean, having a heart for these issues
Strehlow & Associates, Inc.

(215) 504-4622

1 is great in theory. But part of the problem
2 is that having a theory doesn't get the
3 practical way of getting things done, and I
4 haven't seen that.

5 So what, from a concrete perspective,
6 would you do that's going to be different
7 since you say you bring a new perspective
8 and you have a heart for these issues?

9 MR. DAY: So, I think that's -- the
10 difference is there's been a lot of talks
11 around this. So, I'm going to bring action
12 to those words.

13 COUNCILMAN GREEN: And that action is
14 what?

15 MR. DAY: Meeting with the businesses,
16 creating an opportunity. I mean, just what
17 we have been talking about for the last
18 couple of days. You know, creating these
19 improvements, making it easier for
20 businesses to bid for City work and
21 outreach. Meeting with the chambers.

22 If you have suggestions for other venues
23 that the City can -- can meet local
24 businesses, minority, women-owned

Strehlow & Associates, Inc.

(215) 504-4622

1 businesses, we are more than open to hearing
2 your suggestions.

3 COUNCILMAN GREEN: I guess you're
4 talking about actions and meetings, but I
5 don't hear anything new.

6 MR. DAY: I think the new thing is that
7 there is going to be actions behind the
8 words.

9 MS. RHYNHART: Councilman, I would just
10 add to what the Procurement Commissioner has
11 said already, I think the difference is the
12 commitment all the way to the top to making
13 these changes and to the commitment to
14 diversity and to changing the procurement
15 processes. This is coming from Mayor Kenney
16 on a very regular basis to us. We are
17 completely aligned in terms of the
18 importance of this.

19 So, I think this is a top priority of
20 the Mayor; and therefore, it is our top
21 priority.

22 COUNCILMAN GREEN: That's good to hear.
23 It's good to hear those words, but actions
24 speak louder than words is something that
Strehlow & Associates, Inc.

(215) 504-4622

1 I've often been told both through being in
2 this Body and being outside of this Body.
3 And I think my concern is that historically
4 from a procurement perspective, I haven't
5 seen that type of policy implemented.

6 Generally, the policy has been that all
7 we do is buy wrenches and widgets. We don't
8 get involved in any type of economic
9 development process. That's not what we do,
10 which does not make sense if you have a
11 business owner with a local base business
12 owner. And he or she is providing the
13 service to competing with businesses outside
14 the City of Philadelphia who provide that
15 same good or service to local business may
16 be providing in a better way.

17 But the resources that you are using to
18 buy wrenches or widgets or other goods and
19 services are also coming from that local
20 business owner. So, he or she is seeing
21 some of the resources they provide to the
22 City based on their business plus also their
23 own personal taxes they pay going to
24 businesses outside of the City of

Strehlow & Associates, Inc.

(215) 504-4622

1 Philadelphia. And they're saying, I provide
2 the same quality good or service, but I
3 can't compete.

4 MS. RHYNHART: And we are with you on
5 that. And I think that there is a change in
6 how we are viewing procurement from the
7 past. In that we have billions of dollars
8 of purchasing power and have the ability to
9 help our businesses. And it's a win-win for
10 both of us. So, I think that is a change.

11 COUNCILMAN GREEN: I guess from my
12 perspective, the concern is that you
13 are asking -- this Body is being asked to
14 vote for a soda tax to provide opportunities
15 which is -- provide opportunities to provide
16 dollars for parks, recreation, libraries and
17 a lot of different things that we all feel
18 is needed. Then we have a traditional
19 process where businesses based in the City
20 of Philadelphia don't get an opportunity to
21 participate. And that comes from what I see
22 in my perspective is that a Procurement
23 Department that doesn't believe in those
24 sort of ideas.

Strehlow & Associates, Inc.

(215) 504-4622

1 MS. RHYNHART: I hear what you're
2 saying. But what we are trying to tell you
3 is that we actually are changing and do
4 believe in those ideas. We are happy to
5 continue, to update you to bring you into
6 the process however that you would like to
7 be involved.

8 COUNCILMAN GREEN: Well, not just me
9 being involved. It's an entire 17 Members
10 of Council. And when you look at -- I mean,
11 the bottom line is the City has dollars that
12 they use to purchase goods and services. We
13 should be using these dollars as an economic
14 development opportunity to help grow the
15 City of Philadelphia. So we don't continue
16 to tax the same entities over and over
17 again.

18 If we can grow local based businesses
19 and grow the base, then we can do a better
20 job of reducing taxes across the City of
21 Philadelphia. But we don't use our ec -- we
22 don't use the assets we have as a City to
23 provide economic development in that regard.
24 Because from my perspective, procurement has
Strehlow & Associates, Inc.

(215) 504-4622

1 looked at things as we don't get involved in
2 social policy.

3 Well, that's not social policy. It's
4 economic development in order to help the
5 City of Philadelphia and the residents and
6 the business owners in the City.

7 MS. RHYNHART: We agree with what you're
8 saying.

9 COUNCILMAN GREEN: So, I'm going to be
10 on this issue for quite a bit. As I said
11 earlier as I said yesterday, this City has
12 not had a Maynor Moment. This is an
13 opportunity to do that especially when
14 you're asking the Members of this Body to
15 vote on something that is another tax
16 increase. Grant it, it's going to help
17 citizens throughout the City of
18 Philadelphia, but we need to do a better job
19 in how we leverage our assets.

20 MR. DAY: Thank you.

21 COUNCILMAN GREENLEE: Councilman, do you
22 have anything else there is nobody else?

23 COUNCILMAN GREEN: Not at this time.

24 COUNCILMAN GREENLEE: Okay. Thank you.
Strehlow & Associates, Inc.

(215) 504-4622

1 Let me just a general question here.

2 Five Year Plans project a low fund
3 balances over the next five years.

4 MS. ADAMS: That's right.

5 COUNCILMAN GREENLEE: And there is
6 certain reliance on some new revenue that
7 may or may not come. That will be decided.
8 And you got negotiations. Is the amount of
9 the proposed barring, is that -- as far as
10 our creditors, any concern or trouble to?

11 MS. ADAMS: We actually had a
12 conversation with our rating agency when we
13 met with one of the rating agencies. And we
14 went through the Five Year Plan. And we
15 told them about our proposals. And I think
16 the way that they looked at the borrowing,
17 you know, any time we increase our fixed
18 cost is a problem. It's not a good thing
19 for the City financially.

20 However, investing in our assets has
21 been something that's constantly be cited by
22 the rating agency as a fiscal challenge that
23 we need to address. And so, the fact that
24 we are investing in assets, they view that
Strehlow & Associates, Inc.

(215) 504-4622

1 as a good investment. And so, I think that
2 helps mitigate some of the negatives by the
3 fact that we are borrowing money to pay for
4 this.

5 COUNCILMAN GREENLEE: Okay. They are
6 not screaming and yelling.

7 MS. ADAMS: No. I mean, they look at
8 our fund -- I mean, they do look at our fund
9 balances as a negative. We should have
10 higher fund balances. I think our challenge
11 is always balancing the need we have as a
12 City and a county to pay for all the
13 functions that we need with having some fund
14 balances to mitigate any risks that come up
15 through the year. However, they did look at
16 this as a good investment for us.

17 COUNCILMAN GREENLEE: Okay. That sounds
18 good.

19 Mr. President, unless you have something
20 else, there is no one else lined up.

21 In that case, thank you everybody.
22 There will be no further questions. This
23 Committee will stand in recess until Tuesday
24 April 5, 2016 at 10:00 a.m.

Strehlow & Associates, Inc.

(215) 504-4622

Committee Of The Whole
March 30, 2016

Page 153

1 Thank you.

2 (Committee of the Whole adjourned at 12:56 p.m.)

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

Strehlow & Associates, Inc.
(215) 504-4622

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

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.

ANGELA M. KING, RPR
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.)

Strehlow & Associates, Inc.

(215) 504-4622

Committee Of The Whole
March 30, 2016

Page 1

A	achieved 96:1	add 19:10	adults 9:22	airport 10:24	13:18 95:8	approach	129:22
a.m 1:6	131:1	23:22,22	advance 7:22	104:2,3,19	118:1	35:14 39:20	Asian-Ame...
152:24	acquisition	58:8 66:20	59:6 88:19	104:23	154:11	92:23	129:17
Abernathy	106:19	70:23	102:15	105:17	Angela's	117:19	ASIS 13:11
36:10,11	acquisitions	101:22	103:8	107:15	123:24	136:20	asked 15:23
38:3	106:22	125:14	106:16	AL 1:16	Anna 4:9	approached	74:6 124:24
ability 5:22	Act 59:5	138:4	107:3,22	aligned	11:14 13:1	92:22	125:2
5:24 148:8	Acting 46:9	146:10	advancing	146:17	16:9 112:19	approaches	136:21
able 23:20	action 51:23	addicted 48:9	59:11	alike 142:9	Anna's 68:9	4:1 104:4	148:13
34:7 35:10	68:9 119:16	addition 6:19	advantageo...	ALLAN 1:10	annual 4:18	142:4	asking 26:17
40:9 41:20	145:11,13	11:17 74:4	26:5	alleys 32:15	40:5 42:11	appropriated	101:24
42:5,9,10	actions	77:24 78:24	advisory	35:1,4	43:22 71:9	6:20	103:15
43:19 50:20	117:23	123:1	75:11 76:11	alleyway 35:7	130:1	appropriati...	143:5
51:1 59:6	118:3,24,24	additional	advocate	Alliance	annualized	76:12	148:13
66:15 73:6	119:5,12	71:1 120:8	37:12	134:18,19	40:9	appropriati...	150:14
108:10	146:4,7,23	Additionally	afford 115:15	allocated	annually	5:2 7:3	aspect 131:2
112:18	activity 89:15	120:21	African-A...	49:6 73:16	75:12 78:5	10:20	131:7,8,19
130:11	134:1 137:6	address 11:15	93:6 120:17	77:18 110:6	92:2	appropriat...	132:8
absolutely	actual 21:3	35:21 36:21	afternoon	118:11	answer 22:22	93:12	134:10
14:18 21:8	100:17	38:9,13	97:1 104:8	142:14	31:10 35:24	approval	aspects 12:7
26:24 28:8	118:16	116:7	104:9	allocating	37:4,5 40:1	2:19 105:1	12:16,20
36:4,12	125:19	151:23	142:11	78:9	42:21 47:11	107:17	21:20 32:24
37:6 64:5	ADA 8:3	addressed	agencies	allocation	78:15 96:7	approvals	61:11
66:11 68:1	Adams 4:3,9	38:11,17	53:21 91:13	48:18 76:15	96:11	97:17	assess 37:4
74:2 95:22	13:1,1 20:1	adds 16:20	151:13	allocations	108:23	approved 3:6	41:20
98:24 99:2	22:19 30:10	Adel 108:8	agency	79:2,5	129:9,12,13	4:14 105:15	assessment
106:5	30:13 32:19	adjourned	151:12,22	140:9	137:1	105:19	29:1 39:16
126:18	35:22 39:15	153:2	aggressively	allow 23:17	answering	approximat...	40:5,7,10
accelerated	39:18,23	administrat...	12:22 34:19	83:5 120:4	11:21	14:22 38:12	42:5,20
9:4	49:24 52:22	3:18 6:6,10	ago 12:4	amalgamati...	answers	73:6	77:3
access 10:6,8	53:2 61:9	7:3 32:1	27:16 108:5	100:7	55:23 56:23	approximat...	assessments
55:7 114:13	66:20 67:9	45:9,15	110:7	ambitious	94:21	48:21	41:17,19
132:24	69:13,17	49:19 52:24	agree 26:15	32:10	anybody 70:2	April 30:23	42:11 43:15
134:7 136:6	70:2,12,22	53:14 54:16	26:20 76:18	amended	97:10	121:5	43:22
accessibility	71:5,12,23	55:14,17,22	118:11	140:21	anyone's 58:1	152:24	assets 84:23
134:2	72:6,9 73:7	57:13 60:4	135:22	amount 26:2	anyway 48:1	architects	149:22
accommoda...	73:22 74:2	61:1 65:6	150:7	29:9 40:13	apart 99:19	12:7	150:19
43:21	98:7 99:2	78:4 79:3	agreement	49:6 58:10	apologies	architecture	151:20,24
accomplish	99:21 100:4	80:9,15,22	3:4 105:4	58:13 97:8	62:17	15:10	assist 11:21
103:3	100:10,15	81:8 94:6	105:21	101:9 102:5	apologize	area 79:17	60:14
accomplishi...	101:1,5,7	95:14 98:22	131:1,22,22	103:17	58:21	areas 36:23	associated
95:1	101:16	111:4	132:8,12,12	111:11	appealing	67:5	20:10
account	102:8,11,20	140:14	132:16,21	126:4 127:9	29:11	Arguably	Associates
100:2	103:4,9	Administra...	133:7	130:7 151:8	appeals 43:16	35:17	1:23 2:24
accountabil...	104:5	7:22 47:22	134:20	analysis	application	arrive 44:10	3:24 4:24
90:17,18	108:22	48:3 49:10	135:1,6	21:11	10:15	arriving 74:8	5:24 6:24
accountable	114:22	76:14	ahead 139:15	analytics 42:3	applied 124:4	art 41:15	7:24 8:24
79:18 84:9	115:6	Administra...	aim 50:3	analyzing	apply 120:24	articles 84:19	9:24 10:24
accurate	125:24	23:24 62:16	aims 5:19	115:14	154:16	articulated	11:24 12:24
69:16	126:18,21	143:11	ain't 34:12,12	and/or	appreciate	61:4	13:24 14:24
accurately	127:5 151:4	admire 45:14	airlines 105:1	136:24	75:23 78:16	articulation	15:24 16:24
154:5	151:11	adopt 2:11,14	105:20	154:18	95:22	60:1	17:24 18:24
achieve 128:4	152:7	adopting 2:16	107:8,16	Angela 13:6,7	141:17	Asian 93:7	19:24 20:24

Committee Of The Whole
March 30, 2016

Page 2

21:24 22:24	113:24	atrocious	121:15	5:10 127:12	bigger 60:11	88:18	135:3 143:9
23:24 24:24	114:24	97:10	124:17	begun 36:17	bill 2:10,14	bonded 71:10	144:23
25:24 26:24	115:24	attack 32:11	129:11	behold	2:16 3:7	bonding 61:5	145:7,11
27:24 28:24	116:24	attention	136:19	139:12	43:13 81:9	65:23 66:12	149:5
29:24 30:24	117:24	58:12 64:11	137:1,16	believe 22:8	81:20	bonds 6:1,12	bringing
31:24 32:24	118:24	attest 101:23	142:3	22:10 24:7	billion 7:4,13	78:12 88:15	144:19
33:24 34:24	119:24	Attorney	backlog	24:12,20	7:18 60:7	107:15	broad 59:4
35:24 36:24	120:24	29:23	85:13	25:7 28:3	67:12,13	book 113:9	91:17 140:7
37:24 38:24	121:24	audit 56:9,14	bad 39:1	30:4,13,24	69:12,20,21	borders 58:6	broaden 65:3
39:24 40:24	122:24	authority 3:3	baffling	47:24 48:3	69:22 93:17	borrowed	broadly
41:24 42:24	123:24	3:3,8 105:2	27:23	57:13 81:6	98:20	52:15	90:14,18
43:24 44:24	124:24	authorized	bail 48:11	89:2 105:9	105:10,15	borrowing	brought 89:1
45:24 46:24	125:24	3:5	balance 5:20	108:8 123:2	billions 148:7	6:4 9:19	broken 18:1
47:24 48:24	126:24	automate	balances	123:9 126:6	bills 1:19 2:5	57:5 67:20	63:18
49:24 50:24	127:24	114:10	151:3 152:9	127:1	2:9 3:13	70:7,10,13	brought
51:24 52:24	128:24	automated	152:10,14	148:23	43:10	151:16	29:12
53:24 54:24	129:24	41:16,16	balancing	149:4	114:12	152:3	Brown 1:15
55:24 56:24	130:24	114:12	152:11	benchmarks	bit 30:22 33:2	borrowings	89:8,9
57:24 58:24	131:24	availability	barriers	45:1 92:6	43:20 58:9	7:6 71:21	90:23 91:5
59:24 60:24	132:24	95:21	61:20 65:24	103:14	82:19 132:4	boss 135:4	91:21 92:16
61:24 62:24	133:24	127:21,23	66:21	benefit 11:12	139:1	bottom 51:9	92:20 95:2
63:24 64:24	134:24	available	barring 151:9	25:11 42:22	150:10	115:17	96:5,17
65:24 66:24	135:24	56:11	base 21:22,23	132:3	BLACKW...	149:11	103:13
67:24 68:24	136:24	average 72:3	24:15 63:2	benefits	1:10	boxes 144:1	117:16
69:24 70:24	137:24	Aviation 7:1	147:11	40:15 41:8	blame 77:15	break 101:16	119:20
71:24 72:24	138:24	10:19	149:19	best 26:7 83:5	block 78:10	breakdown	136:16,17
73:24 74:24	139:24	104:24	based 6:11	84:12 88:22	Blondell 1:15	72:18 107:4	137:20,23
75:24 76:24	140:24	awarded 19:7	15:18 20:14	89:18,21,24	103:12	breaking	138:2,6
77:24 78:24	141:24	19:8,13	20:16 41:12	90:3	board 20:3	63:21	142:16
79:24 80:24	142:24	20:17 21:4	44:14 48:5	better 97:19	27:6,6	Brennan	BRT 43:16
81:24 82:24	143:24	125:11	62:1 88:5	113:21	80:10 81:5	110:3,3	budget 2:15
83:24 84:24	144:24	127:17,17	89:22,24	147:16	83:24 84:20	111:19	2:17 3:19
85:24 86:24	145:24	128:5	100:4,15	149:19	109:9 135:7	131:13	4:10,14,19
87:24 88:24	146:24	awards 128:6	101:7	150:18	135:8,9,12	132:10	5:1,4,13,17
89:24 90:24	147:24	aware 64:21	119:13	beyond 21:17	135:18,19	133:18	5:19 6:5,11
91:24 92:24	148:24	80:9,15,18	122:15	35:12 48:7	138:15	134:14	7:5,21 9:15
93:24 94:24	149:24	80:19,22	125:11,17	86:8	139:8,18	135:22	10:22 11:8
95:24 96:24	150:24	awful 110:12	125:19	bid 63:12	143:13	136:12	11:19 12:6
97:24 98:24	151:24	112:2,3	127:23	64:14,18	boats 95:5	Breslin	12:11 13:2
99:24	152:24		128:2,15	66:15 68:19	BOBBY 1:12	113:24	22:7 24:23
100:24	153:24	B	147:22	124:4,13	body 54:17	Brian 36:11	26:11,18
101:24	154:23	back 25:5	148:19	144:3	86:20 89:1	bridge 8:10	28:19 29:3
102:24	assume 48:19	26:10 30:18	149:18	145:20	120:1	81:14,19	31:8 32:6
103:24	assumption	31:24 34:7	basic 50:11	bidding 83:21	123:12,14	82:1,7,9	33:7 37:9
104:24	131:20	37:24 54:8	basically	bids 127:20	123:17,19	bridges 81:7	37:19,24
105:24	assurances	66:17 68:20	116:12	big 44:1	124:10,13	81:18 82:16	44:19 45:19
106:24	43:24 44:3	69:18 70:4	basis 44:10	100:18	128:14,16	Bridget 15:16	46:3,24
107:24	assure 141:11	77:1,1 80:6	120:11	101:12	147:2,2	28:17	49:1,9,14
108:24	asterisk	82:19 91:24	146:16	108:6	148:13	briefing	49:22 51:13
109:24	58:16	92:3,10	BASS 1:9	109:19,20	150:14	21:19 28:4	52:14 57:2
110:24	Atkinson	94:17,23	becoming	116:24	boggled 74:7	bring 9:19	58:24 61:15
111:24	65:1 95:5	103:23	35:5	117:4	boiler 75:7	96:14	67:12 70:14
112:24	95:11 141:3	106:7	beginning	134:13,17	bond 6:3 7:14	114:20	73:13 88:6
		107:20					

Committee Of The Whole
March 30, 2016

Page 3

91:14,19	139:24	104:6,7,9	107:6,8,13	154:15	107:18	24:16 27:11	5:20,22 6:1
102:1	144:13	104:12,16	109:3 125:2	certify 154:3	Charles	33:13 35:2	6:7 7:11
104:11	147:11,11	104:20	130:22,23	certifying	110:3	35:3,13	33:5 107:7
115:7,12,24	147:15,20	105:7,12,22	131:8,19	154:19	chart 69:19	38:16 42:18	110:11,16
117:3 125:2	147:22	106:1,4,8	133:7,8,22	CFCF 47:7	Charter 4:16	42:19,22	122:11
133:22	150:6	107:10,23	137:6,7,14	Chair 31:18	cheaper 64:2	46:13 53:14	City-operat...
136:23	Business.ph...	Campaign	142:15	39:7,10	64:4	56:10 57:10	53:21
137:16	110:16	7:10	capture 58:3	52:9 59:19	check 45:5	57:20 58:5	City-owned
budgeted	businesses	candy 60:10	care 20:23	69:7 72:13	144:1	58:6,6,7	23:16
72:23 73:20	63:12 64:18	capable 51:15	48:9 74:22	80:1 89:7	Chellie 104:6	59:5,8,9,13	City-related
78:5	65:17 66:22	54:10	Carlton 38:6	96:21 108:2	Cherashore	65:4 68:13	84:2
budgets	68:12,18	capacity	38:15,24	113:4 116:5	74:20,22	69:11 71:8	City-wide
12:11 46:2	108:13	63:23 66:6	39:3,3	138:12	CHERELLE	71:10 73:13	43:15
build 84:5	120:11,24	67:17,18	carried 6:22	Chairman	1:14	74:14 80:19	civil 134:10
96:3 100:2	124:3	106:11,24	carried-for...	37:20 39:6	Chief 23:23	81:8,18	clarification
133:6	127:19	capital 2:11	6:23	challenge	62:16 65:1	82:10,14	62:7
building	143:20,22	2:15 3:14	Carroll 81:21	38:5 78:6	95:10	83:9,19	clarify 47:17
12:15 23:18	143:24	3:15,16,19	81:21 82:5	151:22	108:22	84:1,23,24	49:13,24
23:19 63:23	144:4,15,16	3:19 4:13	82:12	152:10	114:24	87:11 90:13	50:4 127:11
66:5 67:16	145:15,20	4:13,19	carrying	challenges	143:11	91:11 93:4	clarity 47:15
94:3 102:3	145:24	5:15,17,20	54:10	66:5 115:18	children 9:22	93:10,24	47:20 73:19
102:4 131:5	146:1	6:11,16	carryover	chamber	99:1	98:1,20	Clarke 1:9
131:8,23	147:13,24	7:11,12,17	97:17	34:11	choices 55:12	104:18,21	2:2 3:9,23
133:1	148:9,19	9:8,9 10:1	cars 25:12,16	120:15,16	Chris 22:20	107:5 108:7	4:5 11:24
buildings	149:18	10:21 11:8	25:23	120:17,18	23:2 24:8	108:17	12:10 13:20
4:23 23:17	busy 98:3	12:3,6	112:10	120:19	26:9	109:15	13:21 14:10
56:17 131:6	buy 128:13	14:17 22:5	case 152:21	129:21,22	chronically	110:5	14:13,16,19
131:24	147:7,18	29:3 30:3	categories	130:14	60:17	111:13,21	15:7 16:3
132:22	buying	31:8 32:3	14:7 98:3	139:4	chute 88:21	113:14,16	16:11,14
133:4 134:8	100:18	32:10,13,24	categorized	chambers	CINDY 1:9	114:13	17:2,5,8,11
builds 90:16	128:2	33:4,5 36:2	100:11	63:10 120:9	CIO 110:4	120:5,19,24	17:16,21
built 70:12	bylaws 84:20	36:16 37:9	Catherine	120:14	circle 26:10	122:3 127:5	18:5,8,15
110:9		45:19 46:24	58:22	130:8,12	cited 151:21	127:12	18:20,22
bump 100:13	C	49:1,9 50:8	census 50:6	142:22	cities 32:16	128:2 131:6	19:5,9,15
bunch 61:4	C 154:1,1	54:4,9 56:7	center 74:18	145:21	44:15 45:11	131:12,24	19:23 20:2
bundling	cake 60:10,11	57:1 58:20	76:7	change 48:17	93:14	132:22	20:5,9,19
61:24 62:19	call 2:3 28:21	58:23 59:1	centers 9:19	49:5 119:24	citizen 88:16	133:1,9,15	20:23 21:5
64:12	53:18 58:11	59:23 60:2	32:8 73:1	120:2 148:5	133:1	133:18	21:10 23:1
143:16	called 112:16	60:6,13,22	74:13 76:8	148:10	citizens 32:18	134:15	23:4,21
burden	134:18	61:12,15	78:23 85:9	changes 2:24	35:3,18	136:5	24:11 25:2
133:22	141:22	67:17 73:13	99:14	34:16 46:22	54:18 60:19	139:10,15	25:15,19,22
bureacracy	calls 43:12	74:12,21	Century 47:4	66:13	109:15	144:11	26:13,16,21
65:14	CAMA 39:13	75:5,6,9,12	51:3	146:13	150:17	145:20,23	26:24 27:24
bureaucracy	39:15,16,23	75:17 76:8	CEP 106:11	changing	city 1:1,5	147:14,22	28:9 29:15
63:17	40:6,22	77:5,10	certain	146:14	2:20,21 3:7	147:24	29:19 30:11
business	42:8,22	78:22 85:7	100:18	149:3	4:6,8,14,17	148:19	30:14 31:16
17:12 57:12	cameras	85:8 89:16	101:9	Channel	5:11,15	149:11,15	42:17 52:5
57:15 67:2	57:19 58:3	89:22 97:17	118:21	57:24	7:13 8:3,16	149:20,22	52:7 59:17
90:21 95:15	123:3,6,7	98:6,20	151:6	channels	10:17 11:3	150:5,6,11	62:9,12,15
108:11	123:13,14	99:8 104:18	certainly 84:8	134:7	11:16 14:7	150:17	69:5 72:11
110:18,18	123:17,19	104:23	84:10	Chapter	14:11,12	151:19	79:23 89:5
118:10	124:10,13	105:2,10,16	140:12	140:19	15:21 22:3	152:12	89:14 92:22
120:5 121:1	128:14,17	106:3 107:4	certification	charges	22:14,17	City's 4:9,21	96:19
	Cameron						

Committee Of The Whole
March 30, 2016

Page 4

107:24	17:3,7,10	108:23	49:10,12,16	36:7 125:21	76:22 77:3	88:2,3,20	61:5 87:22
113:4	17:13,18,23	110:1	96:16	compete	97:9	95:19	87:24 88:1
clear 33:9	18:7,9,19	146:15	146:12,13	148:3	confidence	139:19	95:20 96:9
44:24 48:5	18:21 20:4	147:19	committed	competing	93:20	consultants	118:7 119:2
73:24	21:1,7	comment	6:7 21:2	147:13	confused 17:6	44:22	125:18,20
clearly 74:7	28:16,17	132:4	24:17 49:20	complete 33:6	17:6	consumption	126:11,14
125:5	29:17 30:1	commerce	51:24 61:2	34:20	confusion	103:17	126:15
clerk 2:10	30:20	10:2 63:10	63:21,23	completed	125:24	contact 23:8	127:17
3:13,22	combination	78:18 95:8	65:6,11,22	41:6 79:9	conjunction	contained	128:4
close 30:23	17:19 42:24	95:12	66:7,8,12	88:9 111:2	118:5	154:5	138:20
47:13	combine	108:12	67:14	completely	connect	contemplated	140:22
130:13	18:13 93:8	118:1 120:9	Committee	126:19	130:11	87:6,8	contribute
134:21	combined	120:16,17	1:2 2:5 3:12	146:17	131:5,24	context 93:2	135:13
closely 5:13	16:2	120:18	152:23	compliance	132:22	continue 3:11	contributes
129:21	combining	129:22,22	153:2	118:6	conscious	10:14 59:14	35:18
closes 134:12	61:24	130:9,12,14	committing	component	45:16	120:10,13	control 48:20
closing 136:2	Comcast	130:19	45:23	125:1	consequences	130:16	48:24
CNG 22:9,13	130:21,24	142:23	commodities	composition	48:23 136:4	136:10	154:18
22:16 24:4	131:22	commerces	122:15,15	135:18	conservation	149:5,15	Controllers
25:20 26:2	132:18	120:19	122:19	compressed	103:14	continued	119:14
26:6 27:3,7	133:8,14	commercial	common	23:7,9,13	conserve	45:21	controlling
27:10,15,17	134:11,21	10:5 27:11	102:7	comprised	103:22	continuing	55:20 83:8
27:22 80:4	come 13:7	27:14 78:2	Commonwe...	122:14	consider 3:12	50:23	conversation
80:11,16,23	20:11,12	78:23	27:8,10	computers	86:10 88:24	contract 19:2	27:18 29:21
cobbled 43:3	27:18 28:23	commercial...	80:11,16,17	112:10	consideration	21:24 30:24	86:19,21
Cocci 22:20	30:18 32:20	42:12	communities	concentrate	4:11	40:21 61:2	117:3 134:3
22:23 23:2	39:13,19	Commission	35:9 129:17	60:6	considered	66:23 87:17	136:11
23:2,6	67:22 75:2	4:8,15,17	130:6,10	concept 83:18	6:24	118:12,13	151:12
80:12,18	75:3 78:11	5:11 31:14	132:7	86:3 138:23	considering	121:3,7	conversations
81:1	78:14 80:6	102:23	community	conceptual	24:10 57:4	123:18	12:12 24:1
Code 138:20	82:10,18,21	126:3	4:23 7:8	87:15	91:8	125:10	36:17 37:13
139:16	107:20	Commissio...	9:16 52:16	concern	consistent	126:22	68:11
140:22	114:3,5,6	15:17 28:18	78:10 82:23	83:18 84:17	101:6	132:14	108:10
codes 23:19	114:23	29:20 39:4	83:10,16	115:23	constant	143:15,17	115:8
collaborative	115:9	46:10 50:4	130:11	116:2 117:6	101:4	contracted	convert 24:19
5:18 76:2	117:18	50:10 81:22	131:9	117:9 147:3	constantly	56:4	24:21
112:21	124:17	96:11 97:5	134:17	148:12	47:12	contracting	Cooperation
colleague	136:19	101:22	142:12	151:10	151:21	13:16 15:19	3:2,4
21:11 81:10	137:16	103:5 109:7	144:9,13	concerned	constituents	contractor	copy 71:11
99:5 142:5	142:3 151:7	113:24	compactors	12:13 79:19	93:16,20	118:8	140:24
colleagues	152:14	114:23	8:21	concerns	constitute	126:16	141:1
12:2 130:20	comes 93:18	120:7 125:9	companies	119:21	3:13	contractors	corporate
collect 35:20	98:23	142:2,17	118:13,19	concluded	constitutes	17:24 20:6	81:8
collecting	101:24	143:7	122:17	84:14	99:19	51:17	correct 12:8
110:12	103:16	146:10	128:11,12	conclusion	constrained	125:12	20:8 74:2
collection	136:24	commission...	128:15	88:12 93:9	5:21	126:2,7	78:19 101:1
27:14	142:8	53:18	135:8	concrete	construct	127:10	105:21
college 60:18	148:21	commit 26:1	139:23	26:11 145:5	54:23	128:22	106:1 110:5
Collings-Gr...	comfort	40:4,9	company	conditional	construction	contracts	131:21
15:16	68:24 94:24	109:17	24:13 28:5	47:24 48:14	12:15 13:24	14:14 15:1	154:8
Collins-Gre...	coming 31:5	commitment	compare 19:7	conditions	14:4 61:3	15:1,19	correctional
15:14 16:5	33:7 78:14	45:9 47:22	42:3 71:17	55:3 56:17	72:19 73:5	19:11,18	50:19
16:12,16	82:10	48:4,15	comparing	56:20 76:20	73:11,21	20:17 21:4	Corrections

Committee Of The Whole
March 30, 2016

Page 5

47:5 correctly 50:21 corridor 130:9 corridors 10:5 57:12 57:15 78:2 79:19 cost 6:3 25:11 25:11 33:7 65:8,13,15 65:19 70:12 75:15 80:23 101:3 114:8 133:9,10,11 151:18 costing 67:4 costs 14:21 133:7 Council 1:1,9 2:2,19 3:5,9 3:23 4:5,6 11:24 12:10 13:20,22 14:10,13,16 14:19 15:7 15:15,15 16:3,11,14 17:2,5,8,11 17:16,21 18:5,8,15 18:20,22 19:5,9,15 19:23 20:2 20:5,9,19 20:23 21:5 21:10 22:23 23:1,4,21 24:11 25:2 25:15,19,22 26:13,16,21 26:24 27:24 28:9 29:15 29:19 30:11 30:14 31:16 37:7 42:18 43:11 52:5 52:7,12,20 54:22 55:1 55:2,15,18 55:21 56:20 59:17,22	62:9,12,15 69:5 72:8 72:11 76:9 76:15 79:23 80:2 83:9 86:21 89:5 90:13 92:4 92:10 93:15 96:19,22 97:3 106:20 107:24 108:4 110:4 113:4,6 119:4,5 122:23 124:24 141:10 149:10 councilman 1:10,11,11 1:12,13,13 1:14,16,16 26:23 27:1 27:2,12 31:18,19 34:10,14 36:10 37:10 37:11 38:3 38:14,22 39:1,5,7,8,9 42:17 52:9 52:11 53:1 53:9 54:1 56:1,8,16 56:22 58:15 59:15,18 69:8,9,15 69:19 70:6 70:20 71:3 71:7,16,24 72:7,10,12 74:6 76:21 80:1,2,14 80:21 81:3 81:10 82:3 82:8,18 83:13 84:5 84:16 86:18 87:6 89:2,6 96:7,21,22 98:10 99:3 99:24 100:9 100:12,21	101:2,6,14 101:18 102:9,14,21 103:6,10 104:8,10,13 104:14,17 105:5,8,18 105:24 106:2,6 107:1,21 108:1,2,3 109:6 110:5 111:3,19 113:2,5,6,7 115:3,23 116:3,5,6 117:6,10,11 117:12,13 117:13,20 117:24 118:15 119:3,9,18 121:6,9,13 121:18,22 122:1,7,10 122:22 123:1,6,8 123:12,15 123:21 124:6,16,19 124:20 136:15 138:7,8 139:13 141:20,24 142:1,1,9 142:13 143:6 144:18 145:13 146:3,9,22 148:11 149:8 150:9 150:21,21 150:23,24 151:5 152:5 152:17 Councilma... 74:17 137:11 Councilme... 21:19 56:12 76:9 85:13	116:17 137:12 Councilper... 74:9 75:20 77:9,13 Councilper... 74:11 councils 75:11 76:11 Councilwo... 1:9,10,12 1:14,15,15 32:6 39:10 39:11,16,21 40:2,24 41:18,24 42:8,15,17 43:23 44:24 45:4 46:9 47:15,20 51:7,10,18 52:6,8 59:19,21 62:7,21 63:14,20 65:5,21 66:4 67:7 67:10 68:7 69:2,6,7 72:13,14 73:18,23 74:4 75:22 77:7,24 78:24 79:11 79:13,21,24 85:12 89:7 89:9 90:23 91:5,21,22 92:16,20 95:2,7 96:5 96:17,20 99:6 103:12 117:15,16 119:20,20 124:21,22 125:16 126:12,19 127:3,7,15 128:7,18 129:4,12 130:2 131:13,16 133:15,20	135:16,23 136:13,15 136:17,21 137:20,23 138:2,6,9 138:10,11 140:17 141:19,21 142:5,16 count 18:16 18:23 counting 20:14 country 89:18,19,24 90:6 country's 93:13 county 152:12 couple 12:1,4 21:13 31:23 89:10 97:1 99:16 105:13 106:23 121:4 124:23 145:18 course 12:11 37:19 84:12 116:10 Court 154:12 covering 2:22 create 37:15 54:15 60:13 62:24 63:1 68:17 83:6 created 44:16 85:1 139:3 creating 10:7 42:4 63:4 65:22 83:1 83:22 84:18 84:22 85:16 86:24 89:20 90:12 143:13,19 144:12 145:16,18 creation 101:13 138:18	creditors 151:10 credits 80:23 crime 57:21 criminal 45:12 46:18 critical 51:6 critically 4:24 8:21 cross-depar... 94:13,14 crowd 6:5 cruise 48:20 48:24 crusade/tir... 32:7 cue 74:10,15 77:11 cued 55:13,13 current 8:5 54:4,9,14 55:3 56:6 75:16 77:3 83:4,4 84:23 95:17 123:18 139:20 currently 40:21 66:15 82:17 124:11 CURTIS 1:13 curve 139:15 customer 21:22,23 24:15 customers 22:15 cut 17:22 32:4 33:18 116:8 cutting 115:24 cycle 22:7 D D 1:15 DARRELL 1:9 data 20:18 55:1 76:1 76:17 112:9 date 108:17 DAVID 1:14	day 35:17 120:6,6 121:8,12,15 121:20,24 123:5,7,10 123:14,18 123:22 124:12 129:9 132:19 143:4,9 145:9,15 146:6 150:20 days 145:18 deal 35:15 83:20 debarment 119:13 debt 5:22,23 6:1,4 69:11 69:20 70:1 70:17,21,22 71:1,8,19 71:20,21 72:3 debundle 96:8,14 debundling 61:2,5 67:14 143:16 144:20 decide 54:19 135:9 decided 140:10 151:7 decision 24:23 54:21 54:23 55:16 77:23 decisions 76:1 76:17 decreased 113:12 dedicated 81:6 deferred 101:2 definitely 24:9 38:6 64:22 96:13	98:7 128:18 135:16 definitive 31:10 37:5 degrees 60:18 Delaware 10:8 delay 43:13 85:4 86:17 118:8 delayed 44:6 118:21 deliver 44:23 deliverable 31:3,7 delivered 9:22 125:18 126:15 delivering 44:22 delivery 88:7 demograph... 95:20 139:20 demonstrate 11:5 department 5:14 7:24 9:7 10:2,18 11:18,20 33:16 35:24 36:20 37:20 40:20 43:9 58:24 74:15 74:23 75:18 78:19 79:14 81:23 91:13 94:13 98:6 98:11 100:11 101:24 102:15 112:7 113:13,15 117:18 123:9 124:18 137:4,10 148:23 department's 31:13 75:14 departmental 74:12
---	---	---	---	---	---	---	---

Committee Of The Whole
March 30, 2016

Page 6

5:16 6:15	150:4	directly 23:19	97:6,6,7,15	134:21	driven 76:1	150:4	eligible 36:16
11:17 13:13	devices	41:10	97:21,21,24	dollars 7:8	76:17	Econsult	email 114:13
15:13 36:18	111:14,15	Director 4:8	98:4 99:5,7	8:10 9:8	138:23	56:10,14	embarking
51:23 52:19	112:11	4:10 5:12	137:11,12	19:7,11,13	drivers 141:6	eContract	109:13
53:16,17	dialogue	13:2 24:2	districts 31:4	21:3 46:5	driveway	13:10 122:8	emergency-...
100:8	55:14	36:11 49:15	55:4 76:5	52:17 53:12	37:17	effect 42:10	97:9
102:12,24	134:11	49:23 51:13	137:12,14	58:11 69:23	driveways	43:4	emphasis
103:5,24	DiBERADI...	52:14 53:2	diverse 13:16	70:15,17	32:15 35:5	effective 5:9	8:22 111:4
115:8 118:5	141:17	54:2 58:23	63:7 64:9	78:10 79:2	35:15 36:13	8:23 64:1,7	employ 60:17
dependent	DiBerardinis	73:15 80:5	93:14 96:4	81:16 83:20	driving 55:10	65:19	employees
24:14 49:17	26:9 53:24	82:21 95:8	96:15 130:6	85:18 88:15	drop 30:16	effectiveness	65:4 102:10
depending	54:1 56:3	95:12 118:1	132:6	99:8,9	117:1	8:15	102:10
32:7 98:2	56:13,19	136:18	diversificati...	105:10	dropoff	efficiencies	139:21
100:8 127:1	75:1 76:18	Director's	24:15	114:17	116:14	103:2	EMS 8:19
depends 75:1	77:21 83:3	22:21 35:23	diversify	125:10,14	due 46:24	113:14,17	enable 132:23
Deputy 36:11	84:4,7 86:4	91:18	21:21 130:4	135:10,12		efficiency 8:7	encourage
81:22 95:8	87:5,9 90:4	directors	131:12	135:13	E	8:16 10:17	63:12 67:1
118:1	91:4,12	83:24 84:21	diversifying	142:14	E 154:1	87:21	130:3
DEREK 1:11	137:19,21	139:9	21:15	148:7,16	E-procure...	113:16	135:17
design 72:20	137:24	directs 4:17	diversity 61:3	149:11,13	121:2,7	120:22,23	encouraged
73:5,10	140:3	dirty 57:18	62:8,19	Domb 1:10	128:24	efficient 5:8	60:3
87:16,18	dibs 97:7	disadvanta...	65:2 95:10	69:8,9,15	143:23	61:23 63:24	energy 7:10
88:17 102:6	diesels 24:21	120:4	129:16	69:19 70:6	earlier 80:4	64:7 84:8	96:3 103:14
102:22	difference	121:10	139:2,6,12	70:20 71:3	82:22 95:23	108:14	103:17,20
designed 9:17	145:10	discuss 81:2	141:1,12,21	71:7,16,24	150:11	112:23	enforce 118:6
10:16 103:1	146:11	86:11 91:15	146:14	72:7,10	early 54:9	114:15,20	enforcement
detail 58:4	different 14:6	114:23	divide 134:22	113:5,6	88:12,16,17	115:5	117:22
86:11 87:11	32:24 43:2	discussed	136:2,5	115:3,23	88:22 97:4	efficiently	119:5,11
detailed	61:11,24	73:15 91:1	Division 5:15	117:6	144:8	50:21	engaged 44:5
20:16 53:1	63:11 85:1	98:8 115:2	10:19 59:1	Donald 39:3	easier 17:20	effort 109:13	engagement
87:7	92:24 100:7	142:21	104:24	Dowd-Burt...	42:2,3	120:14	88:16 131:9
details 53:3	107:14	144:22	document	13:7,19,21	49:18 65:16	efforts 46:6	131:10
125:9	116:23	discussing	34:14	14:12,15,18	65:19	95:13	134:10
determinati...	125:21,23	21:16	documenting	14:22 15:9	110:13,17	130:24	engineering
12:5 30:7	126:5,13	discussion	36:5	18:24 19:6	120:23	131:10	15:10
determine	135:24	23:6 67:19	documents	19:10,20	143:24	Eighteen	English 129:2
30:5	143:1,9,19	discussions	20:10,11	20:8,13,22	144:4	18:19,21,22	129:8,15
determined	144:23	37:21	doing 14:14	21:9 95:7,8	145:19	either 115:10	130:5
28:22,23	145:6	disparity	23:5 25:6	117:20,24	East 27:13	118:22	enhanced
29:5 73:17	148:17	95:17	32:23 34:1	118:1,18	36:22 57:16	124:9,17	10:7
develop 141:1	differentiate	disposal 85:2	36:4 41:8	119:8,17	Ebeid 108:8	143:16	Enhanceme...
developed	107:6	disseminati...	41:17 42:6	122:1,3,9	ec 149:21	EI 57:10,17	106:11,24
44:12 46:13	digital 134:18	119:4	49:2 63:8	122:13,24	economic 5:7	elaborate	enormous
developing	134:19,22	distributed	64:24 70:8	125:8 127:4	14:1 60:13	30:21	126:16
144:14	136:2,5	129:1,7	80:10,16	127:11,16	60:15 63:1	elected 108:5	ensure 44:9
development	dire 50:10	district 27:12	90:21 94:6	128:10	65:7,11	electric 25:12	76:15 132:7
58:24 60:24	direct 96:7	28:12,21	94:15	129:3,19	95:9 99:17	25:12,16,23	134:9
65:7 78:10	137:1	29:10,22	109:24	draw 98:11	99:20 107:2	electrical	ensuring
99:17,20	154:18	55:2 74:8	114:19	drinking	118:2,4	50:12	133:23
107:2	directing	74:11,17	120:8,13	10:23	127:20	electronic	141:7
144:10	96:2	75:19 76:9	123:2	drive 35:16	129:23	47:9	enterprise
147:9	direction 25:9	76:14 77:9	142:18,24	56:4 140:8	140:20	elements	93:17
149:14,23	28:7	77:13,14	dollar 93:17	140:8	147:8	55:16 56:5	104:21
					149:13,23		

Committee Of The Whole
March 30, 2016

Page 7

entertain 84:10	eventually 75:6	84:8 86:12	familiar 56:14 81:10	5:21	144:13	135:7	23:15,16
entire 107:13	everybody 152:21	105:23,24	112:7	financially 151:19	151:2,3,14	former 32:6	fueling 27:7
149:9	evidence 154:4	extensions 105:13	123:10	find 56:15	48:17	139:13	80:11,16
entities 38:20	exact 69:13	extent 6:8	141:5	66:21 67:5	fix 68:17 94:6	forms 90:5,9	fully 87:7
84:24 124:9	70:5	external 14:12 22:15	families 43:17	finding 75:24	94:21	90:10,11,20	154:5
139:6	exactly 77:8	extra 120:13	99:3,14	fine 70:6	fixed 151:17	144:2	function 108:18
149:16	example 57:16 72:21	extremely 77:19 97:16	family 43:17	finish 62:2	fixing 33:11	Fortunately 109:6	functions 152:13
entitled 140:20	74:16 110:9		far 23:20	finished 59:16	33:12	forward 3:16	fund 12:23
entity 84:2,2	110:12	F	75:16 77:1	109:23	fleet 8:11	6:22 27:21	24:3 37:16
84:18,21	112:6,15	F 154:1	83:16 140:6	110:8	22:4,16,20	37:8 41:17	37:16
85:16 87:3	128:14,24	face 78:13	151:9	132:17	23:3 24:17	43:22 53:18	104:21
89:20 141:8	130:1	facd 36:22	fast 87:19	Fire 8:19,24	27:16 80:5	76:2,16	134:18,19
envelopes 114:9	132:24	facilities 4:23	99:12	fireman 35:8	Fleet's 26:11	77:23 79:4	151:2 152:8
enviroenmen...	138:22	7:12 8:24	faster 34:3	firm 119:13	fleets 21:24	91:16 112:5	152:8,10,13
25:11	examples 118:16	9:6,12,23	41:22 133:4	firms 120:4	22:1	135:14	funded 9:1,8
EO 139:17	exceed 75:16	30:6,21	fault 58:1	121:10	flexibility 56:6 92:17	137:2 140:9	57:7
Epps 95:4,12	excited 104:11	31:11 43:18	features 140:7	first 3:20 5:2	floor 102:6,24	140:19	funders 83:10
141:4	exciting 107:1	43:20 47:1	fed 29:2	32:18 35:6	flow 87:2	142:15	funding 5:5
equal 55:6	excuse 80:7	47:12 50:9	federal 6:18	36:3 39:14	fluctuating 100:3	foundation 46:15 50:2	6:16,23
equals 93:7	execution 54:20 55:18	50:20 51:2	6:24 8:9	39:23 42:16	fluctuation 128:2	54:18 88:15	7:14,16 8:1
equitable 41:21	executive 4:7	51:11,12	11:1 58:13	67:23 86:6	focus 60:8,16	four 58:10	9:14 11:6
escos[sic] 103:19	exist 51:11	52:1,2 55:4	80:22	97:11,14	focused 39:12	75:7 99:7	50:2 58:10
especially 25:8 85:21	existing 24:21	55:8 100:22	feed 31:7	104:10	95:13	108:5	58:14 59:2
97:11	execut 51:11	facility 9:4	feel 33:11	108:5	four-part 83:21	144:13	81:13 82:1
103:16	84:9	28:24 29:6	34:4 60:9	116:12	fox 27:13	four-part 83:21	82:8 83:19
150:13	56:20 76:20	28:24 29:6	66:16 68:1	fiscal 2:12,15	frame 34:15	fox 27:13	104:20,22
essence 79:6	76:21	30:4,8 47:3	69:1 148:17	2:17,22,24	franchise 132:16	frame 34:15	107:14
139:6	139:20	47:6,7,9	feels 33:10	3:15,16,17	55:2 60:17	34:21 68:22	113:12
establish 110:18	exists 21:18	77:6 97:8	fees 107:8	4:12,13	66:6 90:7,8	99:13	funds 6:17,21
establishme... 138:14	expanding 5:6	101:10	Fegely 78:18	6:10,14,22	follow 27:2	franchise 132:16	6:24 7:2
estate 40:5	expansion 24:3	107:18	78:18 79:8	7:4,7,19,21	51:8 74:5	132:16	8:12 9:10
42:11,15	expect 40:14	fact 15:2 32:9	79:12,20	8:1,5,13,17	80:3 113:7	135:1	10:3,13
114:6,11	expenditures 131:11	46:24 48:13	fellow 72:7	8:24 9:8	117:14	Francisco 90:9	11:2,3 50:8
estimate 38:17 133:5	experiencing 47:8	53:4 57:22	fiasco 114:1,2	10:14 11:2	130:19	Frankford 59:3	78:11,22
estimated 38:23	explicit 83:14	58:1,12	fiber 132:23	11:7 15:23	follow-up 89:11 93:3	Frankford 59:3	81:20 87:3
133:10	explore 38:1	75:5,5,23	field 102:10	17:3 71:8	following 13:14	free 9:13	88:18
evaluated 124:14	38:7	75:24 84:14	figure 37:3	95:24 122:5	force 61:3	132:24	further 7:11
evaluating 38:11	explored 23:9	88:14 93:1	94:21	122:6	forced 78:8	freshman 77:15	8:22 100:21
evaluation 5:13 11:20	exploring 36:23 57:16	93:4 131:21	figuring 37:12	127:12,13	foregoing 154:7,15	Friday 24:7	111:10
124:1		132:18	filing 84:19	151:22	foresight 138:16	26:8	137:11
		151:23	filler 93:1	fit 91:10	forever 112:11	friend 21:11	152:22
		152:3	finally 133:6	140:16	forget 141:14	friends 12:2	future 58:16
		factors 5:23	Finance 11:19 40:19	five 2:20	Forgive 16:17	front 109:2	
		42:4	59:1 91:14	45:17,18	form 90:11	fronts 10:9	G
		fails 118:10	91:19	48:19 49:8	90:19,20,24	frustration	gain 94:23
		failures 47:9	Finance's 5:12	50:1 57:2			Gary 3:22 4:7
		fair 44:14	financial 2:21	70:13,24			30:6
		99:11		71:6 75:8			gas 21:14
		101:14		112:12			23:7,9,14
		Falls 27:13		116:11			24:13 25:8
		36:23 57:16		137:8			25:13 26:4
							28:5

Committee Of The Whole
March 30, 2016

Page 8

gathering 75:24	73:13 77:1 77:1,23	98:17 101:23	37:14 grant 24:4	117:10,14 124:19	42:15,17 43:23 44:24	95:12 141:4 Harrisburg	102:9,14,21 103:6,10
general 5:24 12:12 54:23 66:22 69:10 78:12 104:14 116:2 119:15 151:1	78:19 84:15 108:19 110:15 136:7 goal 40:8 57:13 60:22 62:24 64:3 64:3,6 99:15 121:18,20 121:22 122:4,11 125:6 127:5 127:8,13 128:15,21 135:20,21	103:15 106:7 109:17 113:18 119:23 120:16 124:7,8 130:5,17,18 131:20 137:2 140:23 142:15 143:1,23 145:6,11 146:7 147:23 150:9,16	47:24 48:1 48:14 49:17 49:18 58:24 73:12 78:10 134:21 150:16 grants 107:19 great 45:4 101:21 103:9 107:21,23 117:8 139:9 139:14 141:14 142:8 145:1 Greater 139:4 greatest 6:8 11:11 greatly 78:16 Green 1:11 26:23 27:1 27:2 37:11 80:1,2,14 80:21 81:3 82:3,8,18 83:13 84:5 84:16 86:18 87:6 89:2 117:12,13 117:20 118:15 119:3,9,18 121:6,9,13 121:18,22 122:1,7,10 122:22 123:1,6,8 123:12,15 123:21 124:6,16 141:24 142:1 143:6 144:18 145:13 146:3,22 148:11 149:8 150:9 150:23 Greenlee 1:11 116:5,6	136:15 138:8 141:20 142:2 150:21,24 151:5 152:5 152:17 grey 35:2 ground 41:13 86:17 88:9 99:14 group 33:15 40:17 68:5 91:1,7,9 116:19 117:4 groups 68:3 92:10 132:2 133:24 grow 135:11 144:16 149:14,18 149:19 grown 35:12 grows 6:1 growth 45:21 60:14 107:2 144:12 guess 12:3 22:7 44:11 45:22 47:11 53:10 83:14 83:17 84:16 96:24 119:22 133:20 142:7 146:3 148:11 guided 9:5 guidelines 140:2 guru 139:13 141:21 guys 30:11 37:15 114:21 Gym 1:12 39:10,11,16 39:21 40:2 40:24 41:18 41:24 42:8	45:4 47:15 47:20 51:7 51:18 52:6 124:21,22 125:16 126:12,19 127:3,7,15 128:7,18 129:4,12 130:2 131:16 133:15,20 135:16,23 136:13,21 H habitable 29:11 half 58:11 70:16 132:19 134:20 135:10,11 135:13 Hall 1:5 58:5 58:6 59:9 hampered 35:10 handheld 111:14,15 handling 20:7 happen 29:8 29:18 43:14 67:6 98:19 98:19 100:6 101:13 happened 58:2 86:2 137:5 happening 57:21 94:12 100:8 137:13,13 happy 11:14 15:4 86:6,7 86:10 92:11 92:14 98:14 118:20 149:4 hard 60:17 68:17 94:19 Harold 95:4	he'll 30:17 head 117:21 heads 117:18 137:4 138:4 health 48:10 hear 3:18 98:14 137:1 146:5,22,23 149:1 heard 32:2 40:3 61:7 62:23 82:24 85:21 93:24 hearing 2:3,4 3:11 86:8 146:1 hearings 98:11 102:13 103:10 107:3 heart 144:11 144:17,24 145:8 HELEN 1:12 help 5:5 8:13 16:9 22:22 35:24 39:24 63:12 76:15 81:18 93:14 93:19,19 96:3 108:23 138:15 148:9 149:14 150:4,16 helpful 114:1 helping 144:16 helps 79:15 83:20 152:2 Henon 1:12 39:7,8 96:21,22 98:10 99:3 99:24 100:9 100:12,21 101:2,6,14 101:18	104:8,10,14 104:17 105:5,8,18 105:24 106:2,6 107:1,21 Hi 13:1 78:18 116:3 high 6:2,4 55:7 87:20 higher 70:9 126:24 152:10 highest 15:12 highlight 7:20 116:9 highlights 11:5 hire 88:2 hired 87:12 106:13 Hispanic 93:6 120:18 129:16,21 historic 76:22 historical 79:15 historically 77:8 147:3 history 77:17 hit 88:18 hold 16:5,6 16:17 33:24 49:11 home 4:16 108:11 112:18,20 112:24 honestly 92:12 honor 31:21 hope 30:14 30:24 51:18 88:13 111:8 hopeful 34:19 hopefully 46:22 94:23 hoping 41:2 horizon 111:18 host 144:15

Committee Of The Whole
March 30, 2016

Page 9

house 43:17 47:4 hundred 7:7 19:2 20:7 60:8 70:15 70:23	146:18 important 9:21 26:14 40:4 49:3 54:12 77:9 77:19 97:16 104:24	included 5:3 7:16 71:13 71:13,15 124:14 139:16 includes 4:24 7:17 42:12 58:20 59:2 including 7:1 10:4 60:17 98:21 inclusion 12:13,20 93:18 95:11 95:13 139:2 139:7,13 141:2,12 142:24 inclusive 2:13 99:12 143:12 inclusivity 144:11 income 78:20 incorporate 26:18 incorporati... 2:23 incorporati... 84:20 increase 6:3 6:13 8:4,15 8:17 128:21 150:16 151:17 increased 45:20 increases 46:23 increasing 35:6 120:22 indebtedness 71:10 independent 130:10 individual 126:14 127:24 130:8 individuals 24:19 135:8 industry 13:24	Inet 134:14 infancy 135:15 inform 89:19 information 20:15 43:8 78:17 80:4 83:15 108:22 114:24 informed 118:24 informs 90:2 infrastruct... 4:22 6:8 7:9 9:16 10:24 11:10 23:11 23:12 32:14 36:20 52:16 81:7 82:24 83:17 132:23 142:12 inherently 110:23 initial 115:15 115:16 initially 89:14 initiative 7:9 83:6,17 85:4 89:17 122:11,12 122:14,20 initiatives 85:6 inmate 50:5 50:14,22 51:3 inmates 47:5 50:20 Innovation 10:11 113:10 input 58:8 inside 14:8 23:18 Inspections 36:18 Inspector 119:14 install 128:16 institutional 54:17 83:10	90:15 131:4 institutions 135:9 instruction 72:20 insurance 65:24 int 128:23 intake 47:7 intend 68:14 intending 109:3 interest 32:3 37:16 55:21 72:3 83:11 90:14 131:2 132:2,8 133:24 136:1 interested 28:3 54:18 116:18 131:19 139:23 interesting 128:20 interests 54:18 interfacing 109:14 Intergover... 3:2,4 internal 116:16 134:15 internally 94:12 International 106:21 invest 7:11 51:14 investing 4:21 6:7 151:20,24 investment 7:15 8:6 9:24 10:12 85:8 97:17 99:9 105:11 106:3 107:6 107:7 115:15,16 132:5 152:1	152:16 investments 6:16 9:5 10:6 11:9 55:6,10,11 76:23,23 79:16 85:8 98:21 117:8 inviting 135:12 involve 83:9 134:16 involved 31:13 52:20 109:21 119:16 132:14 133:16 147:8 149:7 149:9 150:1 involves 43:1 43:6 ironic 135:2 issue 5:24 36:21 38:9 45:8 63:5 107:17 132:21 150:10 issued 40:13 issues 36:22 38:10 48:10 48:10 83:21 142:16 144:24 145:8 It'll 41:21 itemized 122:20 items 68:9 iterative 5:18	63:2 JOHNSON 1:13 Jones 1:13 31:18,19 34:10,14 37:10 38:14 38:22 39:1 39:5 Jones' 27:12 Jr 1:13 139:14 July 41:4 jumps 75:8 June 31:1,2 41:7 justice 45:12 46:18 49:19 51:23 juxtapose 34:17	134:21 kinds 48:12 KING 154:11 knew 78:14 know 13:6 32:9,21,22 34:8 36:22 40:6 43:12 43:17 44:5 45:20 46:4 46:22 47:2 55:23 57:14 58:17 62:4 62:12,22 65:2 67:11 67:13,17 68:22,23 69:1,2 73:4 73:6 76:3 77:14 88:10 93:1,20 98:2,23 99:6 101:8 101:20 102:2,15,21 103:12,15 103:18,19 108:12,15 109:2,4,16 109:19,21 111:3,10,12 111:13,13 111:17 112:13,17 112:21 114:2 115:19 116:20 119:11,19 120:21 125:5 128:19 129:7,9 130:3,13,16 130:20 131:7 132:1 134:1,2,7 134:12 139:10,22 140:3 143:20 144:2,10,14 145:18
I i.e 12:6 idea 27:22 41:18 54:13 102:18 111:13 126:20 135:1,6,11 139:14 ideal 50:23 ideas 55:5 84:10 115:1 115:4,9,14 144:21 148:24 149:4 identified 32:5 33:17 identify 19:3 33:24 identifying 84:20 imagine 90:24 140:13 immediately 56:21 impact 23:19 86:22 implement 8:13 10:22 44:17 83:5 84:3 113:17 implementa... 10:14 41:4 83:12 85:5 86:1 implemented 44:7 76:4 79:7 90:1 147:5 implementi... 68:23 121:2 implications 62:1 importance 86:15	I imposed 46:14 improve 10:16 109:14 111:9 improved 100:22 improvement 32:11 58:5 74:21 77:10 89:16,22 108:6 improveme... 7:15,18 8:10 9:2 10:4,8,15 10:22 29:9 31:12 34:9 34:16 37:3 58:14 74:13 78:3 99:9 105:16 107:5 110:1 110:11 145:19 improving 5:6,7 143:21 inability 35:10 136:6 136:7,8 incarcerating 45:13 incarceration 46:7 60:19 97:24 incidents 98:1 include 13:12 13:13 57:9 95:17 105:13 116:17 129:15	I including 7:1 10:4 60:17 98:21 inclusion 12:13,20 93:18 95:11 95:13 139:2 139:7,13 141:2,12 142:24 inclusive 2:13 99:12 143:12 inclusivity 144:11 income 78:20 incorporate 26:18 incorporati... 2:23 incorporati... 84:20 increase 6:3 6:13 8:4,15 8:17 128:21 150:16 151:17 increased 45:20 increases 46:23 increasing 35:6 120:22 indebtedness 71:10 independent 130:10 individual 126:14 127:24 130:8 individuals 24:19 135:8 industry 13:24	I Inet 134:14 infancy 135:15 inform 89:19 information 20:15 43:8 78:17 80:4 83:15 108:22 114:24 informed 118:24 informs 90:2 infrastruct... 4:22 6:8 7:9 9:16 10:24 11:10 23:11 23:12 32:14 36:20 52:16 81:7 82:24 83:17 132:23 142:12 inherently 110:23 initial 115:15 115:16 initially 89:14 initiative 7:9 83:6,17 85:4 89:17 122:11,12 122:14,20 initiatives 85:6 inmate 50:5 50:14,22 51:3 inmates 47:5 50:20 Innovation 10:11 113:10 input 58:8 inside 14:8 23:18 Inspections 36:18 Inspector 119:14 install 128:16 institutional 54:17 83:10	I 90:15 131:4 institutions 135:9 instruction 72:20 insurance 65:24 int 128:23 intake 47:7 intend 68:14 intending 109:3 interest 32:3 37:16 55:21 72:3 83:11 90:14 131:2 132:2,8 133:24 136:1 interested 28:3 54:18 116:18 131:19 139:23 interesting 128:20 interests 54:18 interfacing 109:14 Intergover... 3:2,4 internal 116:16 134:15 internally 94:12 International 106:21 invest 7:11 51:14 investing 4:21 6:7 151:20,24 investment 7:15 8:6 9:24 10:12 85:8 97:17 99:9 105:11 106:3 107:6 107:7 115:15,16 132:5 152:1	I 152:16 investments 6:16 9:5 10:6 11:9 55:6,10,11 76:23,23 79:16 85:8 98:21 117:8 inviting 135:12 involve 83:9 134:16 involved 31:13 52:20 109:21 119:16 132:14 133:16 147:8 149:7 149:9 150:1 involves 43:1 43:6 ironic 135:2 issue 5:24 36:21 38:9 45:8 63:5 107:17 132:21 150:10 issued 40:13 issues 36:22 38:10 48:10 48:10 83:21 142:16 144:24 145:8 It'll 41:21 itemized 122:20 items 68:9 iterative 5:18	I 63:2 JOHNSON 1:13 Jones 1:13 31:18,19 34:10,14 37:10 38:14 38:22 39:1 39:5 Jones' 27:12 Jr 1:13 139:14 July 41:4 jumps 75:8 June 31:1,2 41:7 justice 45:12 46:18 49:19 51:23 juxtapose 34:17	I 134:21 kinds 48:12 KING 154:11 knew 78:14 know 13:6 32:9,21,22 34:8 36:22 40:6 43:12 43:17 44:5 45:20 46:4 46:22 47:2 55:23 57:14 58:17 62:4 62:12,22 65:2 67:11 67:13,17 68:22,23 69:1,2 73:4 73:6 76:3 77:14 88:10 93:1,20 98:2,23 99:6 101:8 101:20 102:2,15,21 103:12,15 103:18,19 108:12,15 109:2,4,16 109:19,21 111:3,10,12 111:13,13 111:17 112:13,17 112:21 114:2 115:19 116:20 119:11,19 120:21 125:5 128:19 129:7,9 130:3,13,16 130:20 131:7 132:1 134:1,2,7 134:12 139:10,22 140:3 143:20 144:2,10,14 145:18
					J JANNIE 1:10 January 3:6 33:17 Jastrzab 3:22 4:4,7 12:9 52:13 58:8 job 10:6 64:15 149:20 150:18 jobs 51:15	J 63:2 JOHNSON 1:13 Jones 1:13 31:18,19 34:10,14 37:10 38:14 38:22 39:1 39:5 Jones' 27:12 Jr 1:13 139:14 July 41:4 jumps 75:8 June 31:1,2 41:7 justice 45:12 46:18 49:19 51:23 juxtapose 34:17	J 134:21 kinds 48:12 KING 154:11 knew 78:14 know 13:6 32:9,21,22 34:8 36:22 40:6 43:12 43:17 44:5 45:20 46:4 46:22 47:2 55:23 57:14 58:17 62:4 62:12,22 65:2 67:11 67:13,17 68:22,23 69:1,2 73:4 73:6 76:3 77:14 88:10 93:1,20 98:2,23 99:6 101:8 101:20 102:2,15,21 103:12,15 103:18,19 108:12,15 109:2,4,16 109:19,21 111:3,10,12 111:13,13 111:17 112:13,17 112:21 114:2 115:19 116:20 119:11,19 120:21 125:5 128:19 129:7,9 130:3,13,16 130:20 131:7 132:1 134:1,2,7 134:12 139:10,22 140:3 143:20 144:2,10,14 145:18

Committee Of The Whole
March 30, 2016

Page 10

151:17 KPMG 139:3 141:1,5 L L 1:9,10,14 labor 114:9 labor-inten... 5:18 lack 76:23 118:24 laid 45:1 land 42:12 106:18,21 language 123:16 129:8,24 136:23 languages 129:1 130:4 large 21:24 22:1 44:1 53:5 58:7 116:13,19 larger 7:21 22:6 54:6 124:12 largest 97:22 97:23 late 57:8 144:8 Latino 93:7 Latinos 129:5 Laughter 31:22 Law 33:16,19 36:20 91:13 91:20 leaders 74:14 75:11 leadership 11:16 League 139:5 lean 12:14 learn 140:11 learned 27:4 lease 102:3,4 105:3,21 led 9:6 65:14 leeway 92:17 let's 14:23 60:11 74:19 letter 132:13 letting 87:22	87:24 level 37:22 48:7 52:23 63:2,5 87:20 levels 6:4 101:3 leverage 6:17 8:9 9:17 11:1 81:15 82:14 150:19 leverages 58:12 libraries 9:20 53:7 73:2 85:10 148:16 Library 9:14 licenses 36:18 112:16 life 8:6 35:9 99:17,19 lift 95:5 light 32:9 lights 57:18 limited 11:11 129:15 limiting 5:23 line 51:9 59:3 89:3 115:17 117:15 149:11 lined 152:20 list 74:20 76:4 79:4,8 107:14 110:23 listen 32:7 138:13 literally 111:23 literature 129:24 litter 32:16 little 17:5,6 18:3 30:22 33:2 43:20 58:9 82:4 82:19 98:12 114:1 132:4 139:1 140:11	lived 144:7 load 54:10 loan 37:16,16 loans 72:4 local 65:18 68:12 81:17 145:23 147:11,15 147:19 149:18 located 99:4 102:1 lodge 101:10 long 37:12 44:16 68:13 68:15 85:19 94:1 Longer 9:4 longstanding 94:7 look 25:17 26:1,3 57:19,23 58:18 61:18 64:15,24 68:5 89:17 90:5 106:10 113:19 114:10 116:24 122:19 130:24 149:10 152:7,8,15 looked 71:3 126:14 150:1 151:16 looking 3:16 19:1 21:15 21:23 22:13 25:6,16,23 27:8 32:23 38:7 40:8 43:16,21 44:13 46:5 48:11 62:22 63:9 66:9 71:5,6,7 77:2 81:5 85:22 113:9 120:21 139:1 140:6	143:12,14 143:17 looks 16:7 loop 29:20 lose 118:13 lot 12:17 14:17 32:23 34:5 49:18 51:22 55:1 57:3 68:18 86:4 103:15 106:8 108:14 110:7,13,22 112:2,3 115:13 116:22 133:24 145:10 148:17 lots 87:19 132:3 louder 82:4 146:24 love 47:17 115:3 136:10,13 low 139:12 151:2 lower 126:24 M M 154:11 M/WBE 128:22 129:6 MacArthur 46:15 50:2 mail 114:3 mailroom 113:24 114:2,4 maintain 47:14 51:14 52:4 maintenance 75:9 76:6 101:3 107:5 major 10:6 29:9 47:8 78:6 93:14 93:17 106:21 majority 37:1	93:4,10 making 51:5 54:24 55:16 65:16,18 66:13 75:24 76:16 77:23 85:7 114:19 120:23 144:4 145:19 146:12 manage 44:19 50:13 50:15,18,20 54:20 87:12 93:16 managed 34:12 management 8:11 33:21 39:17 40:7 51:3 80:5 106:14 manager 22:20 23:3 88:4 managers 88:2 Managing 22:21 24:2 35:23 36:11 53:2 54:1 73:14 82:21 91:18 136:18 manner 42:7 76:2 manual 42:7 42:24 map 57:19 March 1:6 4:15 MARIA 1:15 MARK 1:16 market 59:3 59:10 95:21 massive 45:11 136:5 master 9:6 masters 28:24 30:5 match 59:8 Matt 39:22	39:22 matter 132:18 137:3 154:7 Maynor 150:12 Mayor 3:1,6 4:18 28:3 33:10 95:4 95:14 146:15,20 Mayor's 5:5 MBE 16:2,4 17:9,11 18:6,11 MBE/WBE 89:15 137:6 mean 14:16 16:15 24:12 26:14 34:16 44:1 49:15 66:1,18 83:3 89:1 92:1,1,2,3,9 100:2 123:24 143:10 144:6,24 145:16 149:10 152:7,8 meaning 21:24 31:11 means 38:8 130:17 134:23 154:17 measured 34:12 measures 3:15 49:3 mechanism 140:8 mechanisms 44:8 meet 5:5 37:14 60:22 109:8 145:23 meeting 4:15 24:7,8 26:8 44:20 81:2 94:19	121:20 132:19 145:15,21 meetings 33:22 91:15 98:15 146:4 meets 98:9 members 4:6 13:22 15:15 42:18 43:11 86:21 93:14 119:5 120:1 122:23 130:11 149:9 150:14 memorial 31:20 mental 48:10 mentioned 30:6 46:12 mentor 142:8 met 108:8 132:18 151:13 methods 86:9 mic 21:14 28:12 Michael 42:18 46:9 middle 109:24 Mike 24:7 26:8 32:19 33:2 39:18 39:24 41:9 53:8 54:1 81:21 mildly 33:8 milestones 44:21 million 6:12 6:20 7:8,9 7:24 8:1,4,8 8:12,17,18 8:20 9:1,10 9:14,24 10:3,13 11:4 38:18 38:22 49:1 57:2 58:11 59:7 60:8 70:15,16,23	71:1 72:19 72:23,24 73:2,19,21 78:4 81:6 81:15 99:8 105:19 108:20 109:18 110:6,10,21 111:12 114:3,4,16 116:9 134:20 135:10,11 135:13 142:13 mind 74:8 142:7 mindset 64:23 minorities 19:11,13,21 95:18 125:11 127:22 minority 16:1 16:18,23 17:11 18:2 19:1 64:17 93:4,10,18 118:9 127:18 145:24 minority/w... 65:17 minority/w... 68:12 minutes 89:13 misconcepti... 132:11 mistaken 105:19 mitigate 152:2,14 mobile 112:9 112:9 model 89:23 91:7 modeling 43:7 models 89:18 modern
--	--	--	--	---	--	---	---

Committee Of The Whole
March 30, 2016

Page 11

41:11 43:20 modernizat... 100:23 101:10 moment 84:11 150:12 money 14:17 26:2 48:18 49:6 52:15 54:13 57:3 61:22 67:4 67:18,20,21 81:17 82:6 82:14,15 106:8,18 109:23 110:13,22 111:11 112:3 113:20,21 115:5,11 116:1 117:7 127:9 135:20 152:3 monitor 12:22 monitoring 41:15 month 25:5 112:1 133:12 monthly 92:12 120:11 months 26:17 41:5 94:22 109:9 morning 2:2 4:2,3,4,5 11:14 13:19 13:20 15:14 22:23 23:1 28:16 42:16 46:8 58:22 89:10 92:23 93:24 96:24 104:6 mother 113:22 move 22:9 27:21 34:22	37:8 70:8 76:1 81:3 87:19 91:16 98:20 movement 97:20 moving 44:4 53:13 54:13 59:13 76:16 88:5 92:5 98:16 112:5 133:3 135:2 135:14 multiple 42:23 43:1 129:24 municipality 90:2 N N 154:1 name 4:6 23:2 42:18 58:22 62:9 62:10 91:6 91:20 116:4 named 31:21 names 118:19 natural 23:7 23:9,13 nature 53:4 55:9 nearly 8:12 necessarily 65:12 necessary 104:22 need 23:17 29:6,23 34:14 38:11 38:13,16 45:11 47:13 50:7,10,17 50:18,19,22 51:4,14 53:6 61:17 61:18 62:13 63:6 67:5 67:12 68:4 68:8 94:14 107:16 111:16 116:4,23,24 136:3 137:1	150:18 151:23 152:11,13 needed 4:24 8:19,21 9:2 10:22 78:17 148:18 needs 5:20 6:5 33:8 98:18,19 101:9 116:22 negative 152:9 negatives 152:2 negotiations 40:22 41:2 132:15 133:13,16 151:8 neighborho... 4:22 7:15 8:6 9:23 10:5 60:24 63:2,4 78:2 78:22 90:15 neighborho... 5:6 55:7 99:4 network 10:15 131:4 131:4,23 132:5 never 47:13 111:20 112:5 Nevertheless 6:6 new 6:12,23 8:19 9:11 24:24 29:6 29:24 30:4 30:8 70:7 70:10,11 71:20,21 77:9 83:2 83:22 84:18 84:22 85:3 85:16 87:3 89:16,20 97:8 99:9 100:22	111:4,4 138:14,17 140:2 141:8 141:13 144:19 145:7 146:5 146:6 151:6 nodding 138:3 Nolan 65:1 95:4,11 141:3 non 19:24 non-city 9:18 non-GO 9:18 10:20 non-MBE 19:18 non-profess... 13:5 nonprofit 54:15 55:20 73:14 83:2 83:7,22 86:12 87:1 87:10 90:13 Normally 14:19 northeast 101:23 Notary 154:12 notice 109:16 note 11:16 105:1 noted 154:4 notes 154:6 number 17:9 32:12,13 54:3,22 70:8,9,11 75:15 105:15 106:9,15 109:19 110:10,19 118:3 122:16 125:19 126:13,22 128:15,21 142:14 numbers 15:3	15:17 20:14 20:20 93:9 100:3 125:4 125:18,21 numerous 23:7,10 O O 154:1 Obligation 5:24 78:12 obviously 26:5 45:20 94:5 98:2 130:23 occur 120:3 occurred 119:6,12 occurs 86:1 October 31:3 31:7 odd 85:3,18 OEO 13:8,15 20:12,15,20 21:2 33:16 33:19 117:17,21 119:7 120:10 121:21,23 124:1,3 126:24 136:24 143:18 office 5:11,12 8:11 10:11 11:19 22:21 35:23 36:19 42:20 54:9 67:17 70:3 91:19 95:9 106:14 112:16,19 113:1,9 115:12 118:2,4 119:14 127:19 129:23 137:7 140:19,24 Officer 23:24 62:17 65:2 95:11	108:23 115:1 143:12 officers 50:19 97:12 111:15 oh 1:14 16:16 58:20 62:11 106:4 108:2 108:3 109:6 111:3 113:2 Oh's 113:8 OIT 49:2 okay 15:9 17:7,23 18:1,8 21:5 21:9 23:21 24:11 26:21 26:22 30:18 31:16 47:15 51:7 56:22 63:3 64:6 69:4 71:23 72:9 74:4 80:21 81:3 82:12,18 83:13 84:16 92:16,20 94:4 96:17 102:8,11,20 103:4,9 107:10,23 113:2 116:7 119:18,18 122:22,24 127:11 137:3 138:2 143:9 150:24 152:5,17 old 47:2,8,13 109:1 older 35:2,3 on-time 44:10 once 21:16 41:5 42:9 44:7 88:1 93:8 140:9 ones 80:19 98:9 ongoing 36:13 online 108:11	109:16 110:14 136:7 143:24 OPA 40:8 41:8 open 64:19 66:13 67:3 84:8 88:24 140:12,13 140:14 146:1 openness 86:13 90:17 operating 2:17 3:14 5:8,15 6:5 6:21 70:14 118:5 opportunities 12:19 24:4 61:6 62:3 63:1,22 64:12,19 65:7,23 66:14 103:20,22 124:1,5 134:6 136:22 143:13,19 148:14,15 opportunity 5:7 11:13 14:2 60:14 60:23 61:21 63:4 64:17 65:11 68:18 95:9 96:14 109:7 118:2 118:4 124:15 127:20 129:23 140:20 145:16 148:20 149:14 150:13 opposed 46:6 84:22 102:6 optimal 8:14 options 26:3	88:23 order 2:3 64:19 75:19 82:7 112:4 150:4 orders 77:4 ordinance 2:11,14,16 3:5 organization 53:22 144:9 144:10 organizations 13:17 132:3 original 36:6 36:8 Orthodox 59:10 outlets 63:11 outline 100:19 outlined 67:8 outreach 63:9 63:16 120:9 120:10 124:7 129:20 142:19,20 142:22 144:21 145:21 outreaching 130:6 outside 14:5,7 14:11 37:8 147:2,13,24 outstanding 77:4 over-incarc... 48:6 overall 17:8 48:15 64:24 125:13 130:13 overarching 122:4 126:3 126:5,9,21 127:5,7 overhauls 45:11 overriding 122:11 oversee 83:11
---	---	--	--	--	--	---	--

Committee Of The Whole
March 30, 2016

Page 12

53:10 79:15 139:18 owned 22:14 65:18 127:18 owner 147:11 147:12,20 owner's 88:2 owners 14:5 36:24 37:2 150:6 owning 25:8 26:4	56:10,17 73:1 85:9 98:23 111:6 148:16 part 14:3 28:4 30:2,3 34:24 36:3 53:10,14 60:5 63:5 64:15,22 70:7 75:14 81:12 86:23 122:19 124:6 131:11 132:11,16 133:13,18 134:3 137:15 145:1 participate 120:5 128:23 139:24 148:21 participation 12:14 15:2 15:5,12 16:1 118:7 118:11 123:16,20 123:23 125:2 128:5 129:5 particular 8:18 45:12 74:19 77:6 79:17 particularly 22:5 45:15 57:10 129:17 partner 120:10 partners 46:18 49:20 partnership 27:5 parts 35:13 party 132:12 pass 83:19 passed 81:9 85:23	passenger 107:18 path 85:17 patience 72:21 pavements 32:15 35:5 pay 6:16 37:2 66:23 68:13 69:24 71:19 88:19 94:1 110:14 115:21 136:8 147:23 152:3,12 paybacks 117:8 paying 70:18 133:12 payment 69:3 118:8 payments 118:21 Pennsylvania 1:5 3:2 people 13:11 26:10 35:22 72:8 85:20 108:10 110:14 112:18,22 124:11 135:12 136:3 percent 6:13 14:21,23 15:24 16:8 16:10,19,20 16:22 18:1 18:2,4,5,10 19:2,16,20 20:7 45:17 45:21 46:11 46:19 48:2 49:20 50:3 50:24 93:5 93:6,7,8,11 113:12 114:14 116:8,14 121:17,23 122:5,5	125:4,6,14 125:17,22 126:5,6,8,9 126:20 127:3,6,8 127:14,15 127:16 128:21 129:6 percentage 121:14 125:10 126:9 period 7:19 85:24 periodically 34:8 91:24 92:4,9 permission 107:11 person 3:20 personal 147:23 personally 143:4 144:6 144:17 personnel 102:6 perspective 74:11 79:7 117:22 119:10,22 120:3 139:8 143:1,10 144:19 145:5,7 147:4 148:12,22 149:24 PGW 21:17 21:18 22:14 23:8 27:16 phased 100:9 100:24 Philadelphia 1:1,5 2:20 2:22 4:16 7:10 10:18 21:14 22:17 27:12 45:10 56:11 69:12 71:9,10 74:14 81:19	81:23 82:11 93:3,5 98:1 108:7 120:15,20 121:1 122:4 127:13 130:14 138:20 139:4,16 140:22 144:7,12 147:14 148:1,20 149:15,21 150:5,18 Philadelphi... 10:23 11:10 22:4 42:19 60:15 93:10 philanthropic 90:16 Philly 13:10 philosophic... 24:12 phone 43:12 phrase 142:7 physical 4:21 PICA 6:21 picked 99:18 picture 77:17 PIDC 52:18 53:13 54:14 56:3 83:19 85:15,17 87:3,16,23 pie 60:10 piece 38:4 134:14 pieces 114:5 134:16 pipeline 79:10 111:1 Piper 41:9 42:16,19 place 23:12 31:1 44:1,9 52:3 55:17 111:7 132:9 141:7,11 places 44:14 plan 2:21 3:16 4:20 9:6 26:11	28:24 29:8 30:6,21 31:2 32:11 32:14 37:7 45:18 49:9 50:1 52:16 57:2 70:13 70:24 71:6 96:8,10,13 101:10 109:1 111:9 151:14 planned 7:7 planning 4:8 4:14,17 5:11 31:14 31:14 48:13 48:14 53:5 100:16 102:23 106:9 plans 14:2 32:14 34:11 48:20 73:9 139:18 140:20 151:2 playgrounds 9:20 playing 60:10 Plaza 106:21 please 2:8 11:16 28:6 plus 17:14 51:16 133:2 147:22 podium 80:7 82:22 point 16:18 16:24 26:23 32:17 43:5 46:4 67:1 68:10,20 80:3 81:4 87:24 88:7 108:21 pointed 50:10 police 8:23 28:12,21 29:3 31:4 31:13 97:6 97:7,12,15 97:24 98:4	98:5 111:14 112:6 116:22 123:8 policeman 35:8 policies 48:8 policy 147:5,6 150:2,3 pool 63:7 64:9 POPP-McD... 58:19,23 population 45:17,24 46:12,20 47:23 48:2 48:16 49:5 49:16,21 50:14 97:22 139:19 portfolio 143:15,17 portion 73:10 positive 28:14 possibility 24:2 38:2 possible 6:9 13:17 22:11 28:6 63:11 64:10,20 77:5 80:22 87:19 possibly 52:14 85:23 postage 114:7 114:16 posted 30:22 pot 19:8 73:8 76:14 potential 54:5 power 148:8 PRA 34:1 PRA's 34:2 practical 145:3 practice 89:24 practices 89:19 preliminary 37:13 preparation	86:16 prepare 4:18 5:16 present 1:8 4:11 11:17 37:7 68:21 134:6 presented 46:17 President 1:9 2:2 3:9,23 4:5 11:24 12:10 13:20 13:21 14:10 14:13,16,19 15:7,15 16:3,11,14 17:2,5,8,11 17:16,21 18:5,8,15 18:20,22 19:5,9,15 19:23 20:2 20:5,9,19 20:23 21:5 21:10 22:24 23:1,4,21 24:11 25:2 25:15,19,22 26:13,16,21 26:24 27:24 28:9 29:15 29:19 30:11 30:14 31:16 31:20 52:5 52:7,12 59:16,17,22 62:9,12,15 69:5 72:11 72:15,16 79:22,23 80:3 89:5 89:10,14 92:21 96:18 96:19,23 97:3 107:24 108:4 110:4 113:4,7 119:4 124:24 152:19 pretty 24:16 39:1 81:24
--	--	---	--	---	--	---	---

Committee Of The Whole
March 30, 2016

Page 13

109:20 previous 32:5 79:2 105:14 previously 6:20 106:22 primarily 14:3 primary 40:8 prime 16:13 16:14,22 17:24 18:6 18:17 19:4 19:10,19 20:6 125:12 126:1,6 primes 18:4 19:13 20:16 118:21 119:1 principal 69:24 71:19 principals 91:20 print 16:6 prior 105:20 109:1 priorities 37:7 48:8 52:21,22 prioritization 52:23 116:19 prioritized 9:3 116:13 129:14 priority 146:19,21 prison 45:16 45:24 46:10 46:11,20 47:23 48:2 48:16 49:4 49:16,21 51:1 103:16 prisons 39:13 45:8,19 49:2 private 6:18 8:9 10:6 11:2 27:5 36:15,24 37:1 55:11 131:4	138:24 privately-o... 35:4 probably 77:13 96:11 100:23 107:13 132:10 problem 23:11 35:6 35:19 36:14 37:18 43:14 79:20 103:6 130:5 145:1 151:18 problems 68:22 94:7 94:8,10,14 94:20 procedure 135:4 proceed 86:12 proceedings 154:4 process 5:19 12:24 13:3 13:10 24:24 27:6 32:24 33:3,5 34:23 40:21 41:17 43:1 43:5,6,8 54:11,24 56:7 61:12 61:14,18 62:5,20 63:13,15 65:16 66:9 66:13,24 76:10 86:23 90:18 91:16 99:10 102:1 110:2,22 115:7 116:16 117:4 119:24 120:22 121:9,11,14 134:13 140:5 143:21	147:9 148:19 149:6 processes 61:23 75:21 146:15 procurement 33:16,19 63:8 85:14 96:11 98:14 98:17 99:10 99:11 117:17 118:6 119:19,22 119:24 120:3,6 123:3 128:23 136:22,24 138:21 140:23 142:2,17 143:6,16 146:10,14 147:4 148:6 148:22 149:24 produce 5:19 43:9 product 122:18 products 44:2 86:17 professional 12:5,18 13:4,23 14:20,24 15:10,22 16:2,21 125:1,15 126:11 professiona... 87:20 professionals 91:9 program 2:11 3:15,19 4:13,19,20 5:3,4,13,17 5:19 7:13 7:17 9:9,16 9:17 10:1	11:8,19 54:6,20 58:20 59:1 60:3,13 75:6,17 82:13,15,16 82:24 83:12 84:6 87:13 98:20 100:3 106:12,13 106:24 107:8,14 109:4 137:7 140:8,9 142:12,13 142:15 Programmi... 137:14 Programs 12:3 progress 137:9 project 14:5 14:21 33:6 33:21 36:3 36:7 41:4 53:5 57:6 62:2 70:24 81:14,20 82:9 88:8 88:11 101:8 121:5,19 136:1 151:2 projections 99:18 100:1 projects 5:3 5:15 6:15 6:19 7:21 9:3 10:4,7 11:6 12:7 12:23 14:7 14:11 33:4 33:5,22 34:3,18,22 44:5,13,16 54:19,21 55:12,19 59:6,11 60:23 73:16 74:10 77:5 77:11,18 79:9,9 82:1 82:7 85:5	87:4,19 88:4,10,11 100:5,6,17 104:23 105:2 106:9 106:16 107:20 110:7,19,20 110:24 116:10,13 116:18,23 117:5 124:10 promise 28:11 34:6 44:22 prop 57:14 proper 58:2 properties 41:21 property 9:7 11:20 14:24 15:5,8,16 15:20 20:12 20:13 28:17 29:1 31:15 33:16,20 36:16,24 37:1 42:20 97:5 101:21 101:21 102:18 103:5,24 125:9 126:10 Property's 5:14 proposal 144:3 proposals 151:15 proposed 2:23 3:14 8:24 9:10 10:3 21:17 72:18 151:9 proposing 90:12 provide 5:4 15:4 20:15 20:17 40:22 41:14 75:19 76:4,19	79:15 99:12 104:22 106:23 107:4,16 118:20 119:3 122:17 124:9 147:14,21 148:1,14,15 148:15 149:23 provided 122:23 125:9 providing 2:19 65:7 65:11 136:22 147:12,16 public 2:4 3:11 4:23 5:7,14 7:14 8:22 9:5,7 9:11 10:5,7 11:11,20 14:24 15:5 15:7,16,18 15:18,19 20:12,13 27:5,9,14 28:17 29:1 29:8 30:2 31:14 32:17 33:15,20 36:14 55:8 85:21 86:1 97:4,13 101:20,21 102:18 103:4,24 125:8 126:10 131:2 132:2 132:8 133:23 134:7,13 136:1 154:12 purchase 22:4,11 24:20,24 26:19	149:12 purchased 106:20,22 purchasing 22:8 80:23 148:8 purposes 85:1 pursuant 3:3 pushing 50:16 134:1 put 14:24 33:7 60:5 67:18,20 83:23 93:2 107:13 111:24 124:13 132:9 141:10 143:15 putting 13:12 43:24 44:9 53:21 97:7 97:13 Q quality 8:6 55:8 99:17 99:19 148:2 quantity 75:15 quarterly 92:2,12 quarters 105:10 quasi-City 53:22 question 13:23 19:16 22:3 27:3 28:11,13,20 29:14 34:24 36:3 40:16 42:21 45:7 47:11,16,17 52:13 53:11 53:24 55:24 56:23,24 61:10 62:8 62:18,18 69:10 72:1 74:5 77:22 78:1,15	80:8,13 81:12 82:13 82:20 87:1 91:23 92:22 93:22 96:8 104:2,15 108:4 109:11 113:8,11 114:7 123:11 129:10 130:21 133:21 136:21 138:13 139:17 151:1 questioning 89:4 questions 11:15,22 12:1 21:13 36:1 39:12 40:1 53:19 86:5 89:11 89:13 93:3 97:1 99:16 108:24 117:15 124:17,23 132:1 152:22 quick 21:13 47:18 97:1 99:11 130:21 quicker 42:6 56:5 99:13 quickly 33:23 41:3,20 44:4 50:17 61:21 131:17 Quinones-S... 1:15 59:20 59:21 62:21 63:14,20 65:5,21 66:4 67:7 67:10 68:7 69:2 quite 77:2
---	---	---	---	--	--	--	--

Committee Of The Whole
March 30, 2016

Page 14

111:7 150:10	reallocated 46:5 really 12:17 41:10,13 44:12 50:16 50:17 51:5 57:12 91:10 106:10 109:13 112:11,23 134:15 141:6 reason 59:7 94:11 reasonable 37:10 reasons 50:6 85:15 Rebecca 23:23 32:19 33:1 61:10 61:13 62:4 62:14 91:6 135:4 136:18 Rebecca's 32:22 67:1 91:6 rebuild 32:21 33:3 52:23 60:9 70:23 72:17 73:9 73:14 76:3 140:1 142:12 rebuilding 7:8 9:16 52:15 82:23 83:16 85:22 rebuilt 47:4 rec 32:8 52:19 73:1 74:13,15 99:14 99:14 recall 96:6 105:9 receives 19:1 127:20 recess 152:23 recitation 118:16 recognition 48:5	recognizes 31:18 39:10 52:9 59:19 69:7 72:13 80:1 89:7 96:21 108:2 113:5 recognizing 45:10 133:21 recollect 108:20 recommend... 4:12,19,20 5:4,16 6:21 7:14,17,22 8:2,8,13,19 9:15 10:13 11:2,6,7 recommends 5:1 6:11 7:3 reconsider 135:17 reconstruct... 8:2 record 62:10 74:1 78:7 78:15,17,20 138:5 139:22 142:6,10,23 143:8 records 136:6 recreation 9:13,19 76:7,8 79:14 85:9 98:24 111:6 148:16 recs 53:7 reduce 45:16 48:2 49:4 49:16 50:13 80:23 133:9 133:11 reducing 45:24 50:5 149:20 reduction 6:2 34:17 46:11 46:16,19,20 47:22 48:15 49:21 51:11	52:3 reference 26:23 27:21 117:16 119:19 121:6 127:8 142:18,24 144:20 referenced 22:11 referencing 126:1 referring 122:7,10 reflect 128:8 reflecting 8:22 reflects 49:9 reform 48:11 54:11 60:21 60:22 61:16 62:22 63:15 66:24 reformed 98:18 reforming 54:3 66:9 refresh 112:12 regard 14:1 58:9 149:23 regarding 2:5 13:23 78:21 80:4,10,16 81:4 119:21 123:3 140:22 regards 78:1 89:21 123:5 137:5 138:13 region 79:18 regional 57:9 59:2,12 register 136:7 registered 124:3 128:22 143:18 registry 122:17 124:2,11 127:22	128:8,11,12 128:16,20 regular 146:16 reinvest 103:23 related 7:6 relates 72:17 78:9 96:1 118:7 139:17 140:1 relative 55:2 79:14 90:12 reliability 8:15 10:16 reliance 151:6 rely 6:15 remainder 126:7 remaining 8:8 93:11 remember 106:19 reminded 95:3 renewal 105:20 renewed 105:6 renovated 9:11 renovations 9:2 101:12 rep 88:2 repair 9:21 47:10 50:12 75:7,7 repairs 23:18 23:20 50:17 50:23 51:5 97:9 repeat 80:12 replaced 112:8 replacement 8:14 50:11 81:14,19 82:9 replacements 53:7 replacing	28:20 report 34:7 66:1,2,2,17 71:9,13,14 91:24 92:3 92:10 94:23 95:10 130:1 reported 125:3,13 reporter 154:12,19 reporting 19:22 reports 66:1 68:4 represent 46:2 representat... 83:8 90:13 91:17 127:10 representat... 64:9 83:7 representat... 11:18 54:16 93:13 reproduction 154:17 request 29:2 29:3 30:3 75:3,9,14 139:3 requesting 59:7 requests 31:9 74:12,21,24 75:2,10,12 75:13,16 76:6,8 79:1 require 51:16 143:21 144:1 required 10:21 26:2 106:17 144:2,3 requirement 66:12 residents 45:14 48:6 48:9 79:18 150:5 Resnick 46:8	46:9 47:19 49:13 51:9 51:21 resolution 2:6 2:9,18,18 RESOLUT... 1:19 resources 5:21 9:18 11:11 96:2 112:3 147:17,21 respect 2:24 102:16 130:7 respond 143:20,22 143:24 144:5 responders 32:18 35:6 97:12 responding 139:23 response 28:15 37:11 47:18 75:23 91:22 129:10 responsibili... 104:18 responsible 19:3 48:7 99:11 restate 82:3 restrictions 78:8,13,21 result 6:2 43:15 130:15 results 75:20 92:10 resurfacing 8:3 retaining 32:15 35:1 36:12 37:17 38:10,12,15 38:23,24 retire 30:15 retrospect 109:18 return 103:3	returning 60:18 revamped 32:3 revenue 43:9 107:15 114:22 115:11 116:20 151:6 review 4:11 45:13 56:12 91:15 95:18 127:21 128:10 140:15 reviewing 58:4 Revised 2:20 revisit 89:3 89:12 revolving 37:16 Reynolds 1:15 89:7,9 90:23 91:5 91:21 92:16 92:20 95:2 96:5,17 103:13 136:16,17 137:20,23 138:2,6 RFP 13:12 30:22 40:12 40:21 124:13 RFPs 127:20 Rhynhart 23:22,23 25:1,4,17 25:21,24 26:15,20,22 28:8 33:4 34:13 36:2 61:10 62:6 62:11,14,14 62:16 63:3 63:19 64:5 65:10 66:3 66:8 67:24 68:8 92:8 92:19 94:4
-----------------	--	---	--	---	--	---	---

Committee Of The Whole
March 30, 2016

Page 15

96:10 116:3 116:7 135:4 136:18 137:18 138:3 146:9 148:4 149:1 150:7 rid 66:11 right 3:23 17:2 19:5 20:9 24:1 24:10 26:13 28:2 30:17 30:17,18 34:13 36:12 38:19 40:12 41:9 47:10 64:5 65:15 66:10 68:7 68:8 69:11 69:14,18 73:22 77:11 84:11 86:4 86:13 92:21 94:16,19 101:19 108:21 110:22 123:8 125:7 125:16,19 126:12 128:18 129:18 130:2 133:17,19 135:15 138:24 139:1,7 151:4 rightfully 57:14 ring 27:20 risk 32:17 36:14 risks 115:19 152:14 River 10:9,10 road 89:21 roadway 8:10 role 117:23 roll 106:12 112:22 rolled 112:15	rolling 27:7 roof 74:23 roofing 50:12 room 1:5 12:17 106:24 rosy 27:20 rough 38:17 roughly 8:17 9:1 70:1 round 116:13 route 24:5 85:16 RPR 154:11 Rule 4:16 run 110:18 114:14 running 74:24 111:24 112:2 S S 1:11 safe 98:24 safeguards 141:10 safer 29:11 safety 5:8 8:7 8:23 9:6,12 29:8 32:17 36:14 44:8 50:22 97:13 sake 73:19 sale 21:17 sample 141:1 San 90:8 Sanchez 85:12 117:15 119:21 142:13 Sanchez' 96:7 Sanchez's 91:23 Sanitation 8:21 Saskia 39:18 39:24 40:19 42:23 save 35:8 113:20 115:4,11 saved 114:17	saving 103:20 113:21 saying 19:23 20:6 26:4 67:15 78:20 84:1 128:9 148:1 149:2 150:8 says 51:13 60:5,12 69:20 113:11 scale 53:5 scaled 37:24 schedule 36:6 36:8 41:5 42:6 131:18 Schuylkill 10:9,10 scope 44:15 screaming 152:6 sealed 124:13 Seattle 90:8 second 16:6,7 16:18 34:24 Secondly 137:3 section 138:21 sector 138:24 sectors 60:16 secure 11:1 security 123:3,6,7 see 22:9 28:2 45:5 46:5 48:17,22 49:5,11 57:6,20 58:4 61:7 65:2 72:23 73:19 76:3 77:10 78:3 79:5 81:5 91:9 98:22 100:20 101:17 103:1 106:12 116:14 117:1 133:3 137:7,9,13	140:16 148:21 seeing 147:20 seeking 45:16 128:7 seeks 11:8 seen 60:20 119:11 145:4 147:5 sees 45:21 self-assessm... 139:2,7 141:2 self-imposed 92:5 self-sustaini... 7:2 10:20 11:3 sell 128:16 selling 128:13 send 22:17 75:12,12 99:22,24 sending 103:7 103:7 senior 35:3 sense 24:22 28:6 34:22 48:19 57:5 70:19 147:10 sent 135:3 separate 7:6 89:20 132:14 135:20 separation 107:7 SEPTA 56:24 56:24 57:9 57:16 SEPTA's 58:19,23 September 5:10 series 88:3 serious 93:18 93:21 seriously 22:18 53:6 service 5:23 6:4 10:17 70:17	122:18 147:13,15 148:2 services 9:22 12:5,18 13:4,5,23 14:20 15:1 15:11,18,22 16:2,21 27:15 125:1 125:15 126:11 147:19 149:12 set 14:2 55:5 76:19 88:10 88:11 121:21,23 122:16,21 126:24 127:23 128:14 sets 20:18,20 setting 95:24 settle 132:21 seven 70:16 89:13 seven-minute 131:18 Seventy-eight 38:15 sewer 74:23 114:5,11 shape 39:2 share 55:1 56:19 92:6 shared 91:2,8 short 37:4 75:18 shovels 99:13 show 11:7 58:18 100:10 shows 52:23 53:5 side 13:8 15:22 16:13 16:21 27:11 32:22 33:19 33:19 95:15 132:13 sidewalks 35:1 36:13	38:10 sign 133:6 signal 22:17 signed 132:16 significant 9:18 12:13 21:20,22 22:12 48:1 48:7 85:8 85:13 86:22 86:23 109:13 significantly 24:14,16 103:23 126:13,23 similar 13:3 simple 46:24 47:11 simpler 112:14 single 40:24 41:1 88:11 singular 90:20 sir 28:1 sit 66:10 site 10:4 78:3 sites 140:10 sitting 39:7 98:5 116:5 six 2:12 4:20 5:2 75:8 116:11 six-year 7:12 9:9 10:1 109:1 size 44:15 54:4,5,5 64:16 83:6 87:13 90:7 skill 75:3 skilled 75:4 slated 8:20 slow 110:23 slowing 43:4 slows 41:12 small 16:6,19 66:21 68:11 108:12 109:19 120:11 smaller 64:13	64:14 65:16 68:18 snapshot 79:16 101:19 102:17 social 150:2,3 soda 85:23 148:14 solely 73:21 solicit 22:15 solution 40:23 solutions 68:22 94:15 solves 38:4 Somebody 30:16 somewhat 27:22 85:3 85:18 134:23 soon 28:5 sorry 14:10 16:16,19 17:20,21 20:4 25:21 39:15 52:22 58:20 62:11 84:7 91:4 109:1 122:9 123:12 131:13,16 137:23 sort 55:15 56:20 70:15 73:12 75:24 76:1,10,11 76:12,19 83:4 86:9 86:15 87:21 88:10 90:17 100:7 123:24 130:22 134:19 139:8,18 140:6 144:14 148:24 sound 108:21 sounds 69:14 69:17	152:17 sources 6:18 7:1,16 71:9 107:15 space 9:4 102:2,5 spaces 102:19 speak 13:8 14:6 41:9 73:8 94:16 140:4 146:24 speakers 129:15 speaking 15:20,21 Special 60:16 specialty 4:24 specific 31:9 53:11,19 64:17 82:12 140:10 specifically 36:23 96:12 specifics 42:1 specs 88:5 speed 61:17 62:1 86:15 spend 14:17 48:24 109:22 115:13 126:4,10,22 spending 3:14 5:1 49:8 78:21 79:7 110:21 113:21 spent 20:14 21:2,3 61:22 99:8 127:9 135:10,21 144:13 split 97:21 SQUILLA 1:16 stadiums 94:3 staff 51:16 84:21 87:11 87:12 staffs 5:10
---	--	--	--	---	---	--	---

Committee Of The Whole
March 30, 2016

Page 16

stage 87:21	Stitt 2:8 3:10	58:24 59:24	132:24	19:21	104:16	taken 44:17	56:16,22
stand 97:20	3:20	60:24 61:24	133:24	subject	109:10	117:23	58:15 59:15
152:23	stop 58:5	62:24 63:24	134:24	138:19	112:19	154:6	74:6
start 39:21,22	112:5	64:24 65:24	135:24	140:1	120:6	takes 33:6	taught
59:23 60:1	stops 57:10	66:24 67:24	136:24	submit 4:18	130:18	52:3 66:22	113:22
72:16,17	57:17,22	68:24 69:24	137:24	20:24 144:2	136:12	68:13 83:22	tax 7:13
85:3 86:16	111:20	70:24 71:24	138:24	submitted 3:1	138:17	84:18 94:1	43:10,13
106:12,15	storage 102:7	72:24 73:24	139:24	subs 16:23	140:17,18	talk 12:17	85:23
started 27:17	stormwater	74:24 75:24	140:24	17:17 18:10	140:23	14:4 32:20	148:14
33:14,17	10:24	76:24 77:24	141:24	19:14,18,19	141:9,19	33:1,2	149:16
38:21 41:6	strategic 11:9	78:24 79:24	142:24	20:16	143:4	38:20 53:3	150:15
94:2 106:3	strategies	80:24 81:24	143:24	subsidy 65:22	surrounding	53:8 55:8,9	taxes 147:23
starting	46:17	82:24 83:24	144:24	substantial	41:20	60:11,20	149:20
33:21 41:13	strategy 8:14	84:24 85:24	145:24	6:17	sustained	61:14 62:4	team 32:22
116:15	35:21	86:24 87:24	146:24	substantially	46:21	63:16,24	technological
121:4	streamlined	88:24 89:24	147:24	9:11	switched	69:3 86:7	132:20
state 6:18 7:1	108:17	90:24 91:24	148:24	subway 59:4	131:17	94:5 107:19	108:17
8:9 9:20	street 27:13	92:24 93:24	149:24	successful	system 39:17	107:21	technology
11:1 41:14	59:4,9,10	94:24 95:24	150:24	34:20 44:7	40:7 41:15	109:4,8	4:22 10:12
58:13 62:10	67:21	96:24 97:24	151:24	suffering	42:22 45:12	115:1	41:11,14
62:13 80:10	streets 7:24	98:24 99:24	152:24	136:4	46:22 63:18	136:13	100:13
80:20 81:16	8:3 35:23	100:24	153:24	suggested	65:14 75:13	talked 54:22	108:7
81:17,24	36:17 37:20	101:24	154:23	46:15	100:18	76:20 82:23	109:14,17
82:6,15	39:4 81:23	102:24	stronger 96:3	suggestion	103:17	90:7,8 91:1	111:10
122:2	Strehlow 1:23	103:24	strongly	19:17	116:21	91:6 112:17	113:10,18
State's 27:5	2:24 3:24	104:24	33:11,12	suggestions	121:2	142:14,18	telecommu...
stated 85:11	4:24 5:24	105:24	66:16 69:1	145:22	128:23	143:2,14	133:10
91:23	6:24 7:24	106:24	structural	146:2	129:1	144:18	tell 24:18
statement	8:24 9:24	107:24	140:7,7	sum 126:17	systems 10:16	talking 60:7	40:11 71:16
93:23 97:4	10:24 11:24	108:24	structure	summary	27:9 43:2	70:20 74:17	93:15,15,19
statements	12:24 13:24	109:24	60:4	60:2 99:23	114:10,15	74:18,19	94:18 112:4
97:2	14:24 15:24	110:24	structures	100:1		84:17,19	138:22
station 23:15	16:24 17:24	111:24	84:9 86:9	supervision	T	85:7,24	149:2
23:16 29:24	18:24 19:24	112:24	struggle	154:19	T 154:1,1	86:24	telling 137:4
31:20 57:17	20:24 21:24	113:24	111:21	support 6:14	tab 74:24	103:13,19	ten 43:3,17
80:11,17	22:24 23:24	114:24	studies	9:21 23:13	table 4:1	122:12	tends 12:14
stations 27:7	24:24 25:24	115:24	106:15	59:5	39:20 80:8	126:4	22:5
57:9,11	26:24 27:24	116:24	study 68:4	supported	104:4	138:17	tenure 117:21
59:3,3,4,12	28:24 29:24	117:24	95:18	7:13 87:10	117:18,19	140:2 141:8	119:7
status 40:11	30:24 31:24	118:24	stuff 59:24	sure 13:11,13	133:19	141:13	term 9:4
77:16 92:7	32:24 33:24	119:24	72:5 85:20	13:15 43:11	134:4 136:4	142:11,20	37:12 72:4
stay 33:23	34:24 35:24	120:24	108:12	44:20,21	136:19,20	145:17	105:8
44:18 92:21	36:24 37:24	121:24	111:22,24	47:19 50:22	142:3,4	146:4	118:12
124:22	38:24 39:24	122:24	sub 16:22	51:2,15	tackle 37:17	talks 145:10	terminals
staying 101:3	40:24 41:24	123:24	17:16 18:17	56:13 62:6	take 19:6	target 111:11	112:9
stenographic	42:24 43:24	124:24	19:16	64:8 69:15	46:21 50:14	targeted 11:9	terms 25:6
154:6	44:24 45:24	125:24	subcontract...	70:2 71:12	51:22 53:6	Tasco 32:6	36:5 41:8
step 61:19	46:24 47:24	126:24	19:12	73:24 75:17	54:12 55:16	142:9	42:21 44:18
steps 32:4	48:24 49:24	127:24	118:23	76:24 77:12	68:9,15	task 61:3	63:3 68:21
34:6 68:24	50:24 51:24	128:24	119:1	78:7 79:8	71:2 82:6	Taubenber...	76:13 92:8
95:23	52:24 53:24	129:24	125:13	79:20 88:4	85:19 89:21	1:16 52:10	102:4
stipulate	54:24 55:24	130:24	126:2,8	92:19	106:10	52:11 53:1	104:20
92:18	56:24 57:24	131:24	subcontracts	103:21	115:20	53:9 56:1,8	128:3,4
					118:4 124:7		

Committee Of The Whole
March 30, 2016

Page 17

129:20	152:21	86:13,20	44:4 48:18	16:20 17:24	trends 137:3	U	use 41:16
138:16	153:1	88:22 90:16	50:15 54:8	18:11 19:8	137:8	ultimately	43:18 47:1
146:17	thanks 22:19	94:10,22	54:12 57:7	19:12 70:21	Trevor 120:6	48:17	47:12 60:12
territory	26:22 59:4	96:10 97:3	66:22 67:16	70:22 71:7	tried 89:23	understand	61:22 84:23
97:23	72:10	97:10,18	68:22 69:3	71:18,20,21	trouble	18:16 24:18	85:17 86:10
testified	theory 145:1	99:15 100:4	83:23 84:17	73:3 105:12	151:10	38:9 48:23	88:18 90:11
120:7	145:2	100:5,23	84:18 85:19	105:14	trucks 22:8	49:7 52:20	92:6 102:7
testify 3:20	they'd 21:21	101:8	85:24 88:5	129:6	35:16	61:19 71:18	105:3
11:13	thing 26:7	102:17,22	89:2 97:19	totaling 6:19	truly 130:4	83:18 94:8	118:10
testimony	49:13 146:6	105:18	99:13 101:9	7:4	try 32:3 38:8	94:17 95:22	130:16
3:18 22:10	151:18	111:20	108:21	touches 43:6	38:20,20	106:16	142:10
26:12 28:19	things 14:1	113:19,20	109:20	tough 75:7	76:3 89:12	109:8	149:12,21
40:3 61:8	31:23 32:21	114:4,6,18	111:22	tour 113:23	115:21	understand...	149:22
81:5 82:22	33:23 41:11	114:22	115:13	track 33:23	142:19	27:15 47:21	useful 107:11
83:15 89:11	42:24 48:12	115:10,20	124:16	36:5 139:22	trying 13:14	53:12 56:2	uses 27:15
91:3,22	48:21 50:13	125:24	131:18	142:6,10,23	20:21 32:10	56:9 57:1	112:19
124:18	61:6 63:7	131:14	136:9	143:7	35:3,8 49:7	65:8 86:14	utilities 25:12
136:24	64:1,3,6,10	141:3,6	150:23	trade 34:2	51:19,21	98:13 108:9	utility 25:8
137:16	64:23 66:18	142:9	151:17	trades 12:15	61:13 68:15	119:9,23	25:14 26:4
thank 3:9,24	66:24 68:6	143:10	timeline	75:3,4	97:13 103:3	120:2	utilize 102:5
11:13,23,24	68:10 94:20	145:9 146:6	40:14 44:12	traditional	112:13,22	understood	102:18
13:22 21:12	108:13,13	146:11,19	44:14 45:2	148:18	131:11	43:23	utilizing 34:2
21:12 27:24	108:14,16	147:3 148:5	timelines 44:2	traditionally	149:2	109:11,12	
28:9 31:16	109:16	148:10	times 23:7,10	53:20	Tuesday	128:19	V
31:19,23	111:5,17	151:15	75:8	trailer 57:17	152:23	undertaking	vague 134:23
36:10 38:3	113:20	152:1,10	timing 100:5	train 57:11	tune 64:16	47:10	134:24
39:5,8,11	114:18	thinking	100:6,16	57:17	turn 13:18	uneven 100:1	value 42:13
40:2 45:8	116:1	54:14 83:4	101:12	transaction	49:14,22	Unfortunat...	values 43:7
45:14 51:7	129:19	87:14	tips 116:21	127:24	turning 12:2	36:15 38:18	variety 11:5
52:5,6,7,11	133:2,3	101:11	title 140:21	transactions	Twenty 16:11	unit 54:4 75:4	50:6 144:4
59:15,17,21	136:8	139:9	141:23	122:21	two 14:6	universally	144:15
62:15 69:5	142:18,21	Thompson	titles 2:8	transcript	20:20 26:17	81:24 82:6	various 27:8
69:9,10	142:24	40:19,19	today 3:11,17	154:8,16	32:13 39:12	unlimited	52:19 53:16
72:11,14,21	144:20,21	41:1,23	4:9,10	transferred	80:18 93:3	37:24	53:17 58:14
77:7,19,21	145:3	42:2,14	30:22 34:15	52:17,18	101:20	unusual	63:10 84:24
79:21,23	148:17	44:11 45:3	37:4 52:2	transforma...	114:15	90:22	85:1 90:5,9
80:2 89:5	150:1	thought	118:19	55:6,9	117:18	update 149:5	90:10 91:13
96:18,19,22	think 13:6	29:13,23	120:8	transit 57:22	125:21	updated	124:9
104:12	18:24 23:9	37:22,23	124:18	58:10	132:20	43:10	142:22
107:22,23	25:1,9,13	82:13,24	told 24:22	transportat...	two-year 44:2	upgrade	vary 98:2
107:24	25:17 26:7	108:19	30:16 147:1	8:7 27:9	type 24:3	100:13	126:23
108:3 113:2	32:19 33:7	113:15	151:15	36:19,19	108:16	116:20	varying
113:3,6	33:8 34:5	138:4	tool 112:21	81:9,13,20	111:17	upgraded	122:14
117:9,10,13	35:22 40:12	three 105:9	139:2,7,10	81:22	142:19	23:17	vehicle 8:14
124:19	41:9 44:14	threshold	141:2,5	trash 22:8	147:5,8	upgrading	vehicles 5:1
136:14	54:11 56:19	67:15	tools 112:24	27:14 35:16	types 48:10	116:23	8:16,20
137:20,22	61:9,9,13	throw 113:18	top 109:16	35:20	49:3 114:18	ups 33:24	22:6,12
138:1,6,8	63:5 65:12	ticket 136:9	146:12,19	traverse 35:4	116:1 125:4	UPSes 22:1	24:24 26:19
138:11	65:13,20	time 23:13	146:20	Treasurer's	134:8	Urban 139:5	27:17 80:24
141:16,17	67:24 69:17	29:5,7 31:1	total 8:1 9:14	70:3	typewriter	urgency 68:2	vendor 40:22
141:20	70:14 72:2	33:6,18	9:24 10:2	trees 35:12	111:16	urgent 50:18	40:24 41:1
142:1	72:7 73:20	34:15,17,21	11:3 15:24	tremendous	typically	usage 48:8	63:7,17
150:20,24	77:1,22	39:21,22	15:24 16:17	58:13 130:7	118:23	134:7	64:9 121:3
							123:22

Committee Of The Whole
March 30, 2016

Page 18

vendors	74:5,20	18:12 19:18	white 93:11	87:16,17,18	Y	137:8	17:14 69:21
64:13,14	77:15,19	WBEs/DBEs	widgets 147:7	88:17,17	yeah 21:7	141:11	69:22 77:12
65:3 66:14	78:6 79:8	12:19	147:18	91:1,7,9	42:14 49:24	142:22	93:23 114:3
66:23 67:2	80:3 86:11	we'll 44:18	wifi 132:24	92:14 103:5	53:2 115:6	144:7,14,22	115:4 125:4
68:11,11	88:21 89:12	52:3 84:10	WILLIAM	107:12	137:18	151:3	15-month
96:15	92:11,13	107:12	1:11	112:18,20	143:7	yelling 152:6	133:5
108:15	93:2 98:19	we're 4:10	willing 37:2	112:24	year 2:17,21	yesterday	1563-A 3:7
143:18	101:22	15:24 18:24	37:14 38:8	119:13	2:24 3:17	32:2 40:3	15th 31:6
venues	102:11	25:6 28:2	38:20 67:2	129:20	4:12,13,20	120:8	59:9 97:7
145:22	103:1	34:19 36:4	115:20	141:14	5:2,3 6:10	150:11	97:15 98:4
verbal 138:4	109:10	43:16,21	Wilson	145:20	6:14,22 7:5	Yo 103:14	16 8:18 122:6
versus 25:11	110:17	44:20 45:13	139:13	worked 73:9	7:7,21 8:5	Yup 45:3	127:14
49:3 72:20	112:24	46:4 51:19	win-win	73:11	9:15 10:21		160170 1:19
73:5,11	114:20	53:4 59:7	65:20 148:9	141:10	15:24 17:4	Z	2:6,10
99:20	130:3 137:7	59:12 60:7	Witness 4:1	144:8	28:13 29:16	zero 37:15	160171 1:19
103:19	138:16,22	60:9 61:13	104:4 142:4	workers 34:2	32:5 45:18	41:13	2:6,14
126:2	139:24	64:23 65:10	witnessed	111:14	48:20 49:9	zero-dollar	160172 1:19
vetting 76:10	140:11,18	74:16,19	54:7	workforce	50:1 57:2	37:15	2:6,16
video 57:23	141:9	81:1 84:15	Witnesses	64:10 95:15	69:24 70:13	0	160180 1:19
view 73:7	wanted 25:10	85:24 87:14	39:20	96:4	70:24 71:4	0.40 114:8	2:7,18
151:24	26:2 45:8	90:12,19	117:19	working	71:6,8,20	1	17 8:2,13 9:1
viewing 148:6	103:21	103:3,18	136:20	33:15 51:4	97:18,18,18		31:2 72:24
views 135:24	116:8	104:11	Wolf 37:14	61:11 66:19	98:16,17		78:5 86:21
violations	wants 78:14	140:12	women 16:19	68:1,3,5,16	100:19	1 4:15 8:4	122:5 149:9
57:20	warp 111:22	141:8	16:24 17:14	76:10,13	105:9	41:4	17-1600
virtually	wasn't 47:16	we've 23:6	18:3 95:19	92:9 94:2	106:20	1.2 7:13	140:20
132:14	waste 10:23	54:21 84:13	127:22	94:18 95:19	113:13	1.6 105:15	17.2 93:7
volume 34:18	wastes 103:18	96:1 112:15	women-disa...	97:11	114:4	10 14:21,22	177.2 6:11
vote 26:17	water 7:2	website	127:18	110:15	116:15	77:12 115:4	18 6:13,15
86:20	10:18,23,23	110:11,16	women-own	115:13	117:2 121:5	121:16,23	16:22 18:10
148:14	114:5,11	Wednesday	64:18	123:2	122:5,6	125:3	19:16,19,20
150:15	waterfronts	1:6	women-own...	130:18	127:12,14	10:00 152:24	117:3 126:8
	10:9,10	weed 35:12	118:9	143:11	127:19	10:26 1:6	18.75 10:3
W	wave 116:24	weeds 35:11	145:24	144:15	128:1 137:5	100 49:20	1927 47:4
wait 29:7	way 34:16	35:12	wondering	works 15:18	151:2,14	11 8:8 16:18	1992 3:6
30:15	42:23 43:7	week 66:19	45:23 85:21	21:14 26:12	152:15	81:6,15	19th 47:3
waiting 30:12	61:19 73:7	132:19	132:4	62:5	year's 28:19	12 16:19 18:2	2
walking 80:7	84:14 87:10	weekly 33:22	word 142:6	world 22:2,15	years 2:12,22	18:5 125:5	2 107:20
wall 37:17	87:14 88:22	36:8 94:19	142:10	50:23	12:4 27:16	125:23	2,200 112:16
38:10	90:3,21	weeks 25:4	wording	worry 101:18	28:14 30:4	12/14 125:17	20 8:12 9:1
walls 32:16	92:15,24	121:4	134:24	worth 70:17	33:9 43:3	12:02 97:1	17:13,14
35:1 36:13	107:2 111:5	132:20	words 145:12	worthwhile	45:18 47:7	12:56 153:2	47:7 121:17
38:12,16,23	125:20	weighted 72:3	146:8,23,24	25:8	69:21,22	120 108:20	121:23
38:24	133:21,23	welcome	work 5:13	wrenches	76:24 77:2	109:18	144:7
want 20:24	145:3	31:24	14:23 20:7	147:7,18	77:12 93:23	110:6,10,21	200-plus 32:4
24:5 25:17	146:12	104:10	25:10 32:23	wrong 48:4	95:24 99:7	116:9	2000 69:20
26:1 30:20	147:16	welcomed	33:3,8 34:1	94:20	101:20	1200 47:5	2000s 144:8
32:8,20	151:16	95:3	34:5 38:8	123:15	102:16	13.6 93:6	2013 105:23
34:20 40:16	ways 33:18	went 29:4	51:2,17	131:21	105:14,16	14 10:13	2014 93:4
45:7 50:3,5	42:23 45:23	32:6 113:23	56:5 67:6		106:7 108:5	16:20 18:3	2015 69:12
57:6 58:11	53:15,23	151:14	76:2 77:4	X	110:7	18:4 125:5	2016 1:6 2:24
60:6,8 64:1	115:9 132:6	whatnot	78:8 80:9	X-millions	112:12	125:23	3:15 4:15
69:15 71:18	WBE 16:1	29:12	80:15 87:2	49:1	116:11	15 14:23	9:8 45:20
72:17 73:24				XVII 140:21		15:24 17:4	

Committee Of The Whole
March 30, 2016

Page 19

125:6	65:24 66:24	135:24	142:13	25:24 26:24	115:24	<u>8</u>
152:24	67:24 68:24	136:24	311 110:9	27:24 28:24	116:24	8 8:20 9:14
2017 2:12,15	69:24 70:24	137:24	32 8:1 49:1	29:24 30:24	117:24	16:23 18:18
2:17,22	71:24 72:24	138:24	34 45:17	31:24 32:24	118:24	98:20 99:8
3:17 4:12	73:24 74:24	139:24	46:11,18	33:24 34:24	119:24	125:17
4:13 6:10	75:24 76:24	140:24	48:2 50:3	35:24 36:24	120:24	8.1 70:10
6:22 7:4,7	77:24 78:24	141:24	50:24	37:24 38:24	121:24	8.178 69:12
7:19,21	79:24 80:24	142:24	35 122:5	39:24 40:24	122:24	69:21
10:14 11:2	81:24 82:24	143:24	35th 31:5	41:24 42:24	123:24	8.4 71:4
11:7 45:22	83:24 84:24	144:24	365 47:1	43:24 44:24	124:24	8.5 16:24
60:7	85:24 86:24	145:24	112:16,19	45:24 46:24	125:24	18:11
2018 41:7	87:24 88:24	146:24	374.2 6:20	47:24 48:24	126:24	80 114:14
100:14	89:24 90:24	147:24	39th 31:5	49:24 50:24	127:24	80s 111:23
2019 42:10	91:24 92:24	148:24		51:24 52:24	128:24	89 59:5
100:14	93:24 94:24	149:24	<u>4</u>	53:24 54:24	129:24	<u>9</u>
2021 2:23	95:24 96:24	150:24	4 114:16	55:24 56:24	130:24	9 8:17 129:6
45:22	97:24 98:24	151:24	4.5 57:2	57:24 58:24	131:24	9.6 18:12
2022 2:12	99:24	152:24	58:17 59:7	59:24 60:24	132:24	9.7 7:18 17:1
3:17 4:12	100:24	153:24	400 1:5	61:24 62:24	133:24	9.8 8:18
7:19	101:24	154:24	40th 59:10	63:24 64:24	134:24	90s 54:9
21 7:24	102:24	21st 51:3	42 72:24	65:24 66:24	135:24	144:8
215 1:24 2:24	103:24	22 18:17	44 15:24	67:24 68:24	136:24	9th 74:17
3:24 4:24	104:24	28:22 38:18	17:15	69:24 70:24	137:24	76:5
5:24 6:24	105:24	38:22 72:24	125:14,22	71:24 72:24	138:24	
7:24 8:24	106:24	78:5	126:5,9,20	73:24 74:24	139:24	
9:24 10:24	107:24	225 132:22	44.1 93:5	75:24 76:24	140:24	
11:24 12:24	108:24	22nd 28:12	45 93:11	77:24 78:24	141:24	
13:24 14:24	109:24	28:21 29:6	48 9:24 72:19	79:24 80:24	142:24	
15:24 16:24	110:24	29:9,22	73:3,19,21	81:24 82:24	143:24	
17:24 18:24	111:24	30:1,8 31:6		83:24 84:24	144:24	
19:24 20:24	112:24	31:12 97:6	<u>5</u>	85:24 86:24	145:24	
21:24 22:24	113:24	23 99:18	5 78:4 152:24	87:24 88:24	146:24	
23:24 24:24	114:24	23.6 16:10	50 7:9 9:10	89:24 90:24	147:24	
25:24 26:24	115:24	24 17:15 41:5	45:21	91:24 92:24	148:24	
27:24 28:24	116:24	24/7 47:1	113:12	93:24 94:24	149:24	
29:24 30:24	117:24	250 105:19	116:8,14	95:24 96:24	150:24	
31:24 32:24	118:24	106:6	128:20	97:24 98:24	151:24	
33:24 34:24	119:24	26 16:21 18:1	50,000	99:24	152:24	
35:24 36:24	120:24	18:17 126:6	133:11	100:24	153:24	
37:24 38:24	121:24	26.3 16:8,12	500,000	101:24	154:24	
39:24 40:24	122:24	27 16:7 30:23	114:6	102:24		
41:24 42:24	123:24	29 27:7 57:24	504-4622	103:24	<u>6</u>	
43:24 44:24	124:24	2nd 31:6	1:24 2:24	104:24	6 73:2 114:4	
45:24 46:24	125:24		3:24 4:24	105:24	60 6:14	
47:24 48:24	126:24	<u>3</u>	5:24 6:24	106:24	111:12	
49:24 50:24	127:24	3 3:6 60:7	7:24 8:24	107:24	600 11:4	
51:24 52:24	128:24	67:12,13	9:24 10:24	108:24	64.9 93:8	
53:24 54:24	129:24	114:16	11:24 12:24	109:24		
55:24 56:24	130:24	3.2 7:4	13:24 14:24	110:24	<u>7</u>	
57:24 58:24	131:24	30 1:6 122:5	15:24 16:24	111:24	7 72:23 99:8	
59:24 60:24	132:24	125:6 127:3	17:24 18:24	112:24	7.1 69:20	
61:24 62:24	133:24	127:6,8,14	19:24 20:24	113:24	70 38:23	
63:24 64:24	134:24	127:15,16	21:24 22:24	114:24	75 114:13	
		300 71:1	23:24 24:24		78 38:12,24	