

1 COUNCIL OF THE CITY OF PHILADELPHIA

2

JOINT COMMITTEE ON STREETS & SERVICES AND COMMITTEE ON
3 TRANSPORTATION & PUBLIC UTILITIES

4

5

City Hall, Room 400
Philadelphia, Pennsylvania
Tuesday, October 28, 2025
10:00 a.m.

6

7

8

PRESENT:

9

10

11

12

13

MR. PULLEN, The Clerk

14

15

16

17

18

19

20

21

22

23

24

1 P R O C E E D I N G S

2 COUNCIL CHAIR YOUNG: Good
3 morning, everyone. We are getting
4 ready to start this morning's
5 hearing. I would like to welcome
6 you all to the joint Committee on
7 Streets and Committee on
8 Transportation and Public Utilities
9 hearing today.

10 Mr. Pullen, would you
11 please call the role?

12 THE CLERK: Councilmember
13 Ahmad. Councilmember Bass.
14 Councilmember Bass.

15 COUNCILMEMBER BASS:
16 Present.

17 THE CLERK: Councilmember
18 Brooks. Councilmember Driscoll.

19 COUNCILMEMBER DRISCOLL:
20 Present.

21 THE CLERK: Councilmember
22 Harrity.

23 COUNCILMEMBER HARRITY:
24 Present.

1 THE CLERK: Councilmember

2 Jones. Councilmember Phillips.

3 COUNCILMEMBER PHILLIPS:

4 Present.

5 THE CLERK: Councilmember

6 Squilla. Councilmember Young.

7 COUNCIL CHAIR YOUNG:

8 Present.

9 Thank you, Mr. Pullen.

10 Joining us today is the
11 sponsor of the resolution for
12 today's hearing is Councilmember
13 Quetcy Lozada, representing the 7th
14 District.

15 So I note for the record
16 that a quorum of this committee is
17 present, and this hearing is called
18 to Order. This is a public hearing
19 on the committee on the Joint
20 Committee of Streets and
21 Transportation of Public Utilities
22 considering testimony on Resolution
23 250160.

24 Mr. Pullen, would you

1 please read the title of the
2 resolution?

3 THE CLERK: Resolution No.
4 250160 titled authorizing the
5 Committee on Streets and Services
6 and the Committee on Transportation
7 and Public Utilities to hold joint
8 hearings, examining water main
9 breaks and sinkholes occurring in
10 District 7, evaluating the
11 underlying causes of these issues
12 and identifying solutions to prevent
13 and mitigate their frequency.

14 COUNCIL CHAIR YOUNG: Thank
15 you. Before we begin, do any of the
16 members of the committee have any
17 opening remarks on this matter? I
18 see none. Thank you. The chair
19 recognizes Councilmember Quetcy
20 Lozada.

21 COUNCILMEMBER LOZADA:
22 Thank you, Mr. Chair. And
23 good morning, everyone. Thank you
24 for being here this morning. Thank

1 you to those who are going to share
2 their testimony with us. This is an
3 important conversation, I'm sure,
4 across the city of Philadelphia.

5 Today, I'm here to ask
6 questions, shed light to some of the
7 issues that we're experiencing in
8 the 7th Council District as it
9 relates to sinkholes, potholes,
10 cave-ins, whatever you want to call
11 them, right? They are situations
12 that impact community residents in a
13 way that sometimes we as government
14 don't expect, right?

15 We don't know if it's a
16 result of the ongoing development
17 that is happening in neighborhoods.
18 We don't know if it's as a result of
19 old infrastructure. We don't know
20 if it is a result of the way
21 properties were built years ago
22 above streams. But what we do know
23 is that these cave-ins are impacting
24 quality of life, and in some

1 instances causing mold and
2 structural damage to properties in
3 neighborhoods like the 7th Council
4 District.

5 And so we receive on a
6 regular basis, you know, complaints
7 about what to do. Residents tell us
8 they can't afford the additional
9 insurance that sometimes we're
10 required to get to protect our
11 properties. You know, it's no
12 secret that the 7th Council District
13 is among the poorest districts in
14 the city of Philadelphia. So \$20 a
15 month for some is not doable for
16 others. And when we experience
17 multiple water main breaks or cave-
18 ins on the block, it causes -- it
19 causes stress, it causes trauma, it
20 causes frustration.

21 And so I am hopeful that in
22 today's conversation, we're able to
23 come up with some recommendations
24 around how we hold contractors

1 accountable, how we as a city take a
2 more proactive approach to the old
3 infrastructure that we know we have
4 in the city, and how we better
5 support and connect residents of the
6 city of Philadelphia to the
7 necessary resources to be able to
8 respond to these situations in their
9 neighborhoods. Thank you so much,
10 Mr. Chair.

11 COUNCIL CHAIR YOUNG:

12 Thank you so much,
13 Councilmember. And just last Friday
14 on 9th Street in my district, which
15 is probably only about two or three
16 blocks from your district, right?
17 There was a water main break where,
18 was it 2-million gallons of water
19 flooded our Philadelphia streets?
20 So you know, that's a concern for
21 residents in the city of
22 Philadelphia and all throughout the
23 city. And so I'm hoping that we can
24 get some of those answers as well

1 today. Chair recognizes
2 Councilmember Anthony Phillips.

3 COUNCILMEMBER PHILLIPS:

4 Thank you so much, Chair.

5 I appreciate you. And I want to
6 thank Councilwoman Lozada for
7 bringing this to our council
8 chambers. I think it's really
9 important that we have this
10 conversation. You know, just a few
11 weeks ago or maybe a couple weeks
12 ago, I had a conversation about how
13 the Water Department services have
14 not been strong.

15 It's been evident from what
16 I've not only heard from -- about my
17 -- from me. I just thought it was
18 me for a second. And now I know
19 it's a lot of people in our council.
20 I'm starting to realize that the
21 Water Department has a serious
22 service issue. I don't know what it
23 is, but I hope today we get an
24 answer.

1 You know, we -- even after
2 the situation I had with the East
3 Oak Lane Reservoir. The reservoir
4 maintenance, you would think
5 would've been done probably within a
6 few days. They did a little work on
7 it, didn't finish it. You know, I
8 was out there the other day. So
9 just like every -- they just can
10 never finish a product. And I'm
11 really disappointed. I'm really
12 disappointed that this is happening
13 across the city of Philadelphia.
14 Whether or not it's routine
15 maintenance issues, sinkholes, it's
16 something always with the Water
17 Department.

18 And one of the things I'll
19 say, and I'll end here, is that we
20 don't expect perfection from city
21 agencies. We do not expect
22 perfection from city agencies. But
23 we do expect a lot of effort, a lot
24 of effort, and a lot of strong

1 responses, strong follow-up, and we

2 -- and better systems, right?

3 And I think there's a level

4 of -- with the Philadelphia Water

5 Department, there's just a level of

6 apathy, like it is not enough care

7 coming from its leadership, and

8 there's not enough understanding of

9 how serious these issues are.

10 Because if I was a leader in the

11 Water Department, I would be very

12 disheartened by what's happening.

13 But also, I, myself, would've took

14 my coat off and went out there and

15 started doing the work myself, given

16 how bad this department has been to

17 the city of Philadelphia lately.

18 So until I see otherwise

19 changes happen with this department,

20 which I have -- I can't even see

21 from my own neighborhood for a

22 simple landscaping issue, I don't --

23 I don't have no support for this

24 department at all. Thank you.

1 COUNCIL CHAIR YOUNG: Thank
2 you, Councilmember. Any other
3 remarks on members of the committee?
4 Chair recognizes Councilmember
5 Harrity.

6 COUNCILMEMBER HARRITY:
7 Thank you, Mr. Chair. I just want
8 to note that while the Water
9 Department may be responsible for
10 some of this stuff, a lot of it is
11 being done by illegal contractors
12 who are digging up our streets
13 illegally, putting in laterals to
14 the houses. They do not put them in
15 right. They do not fix the street
16 right.

17 So if you're lucky, they
18 will pack the dirt down and throw
19 some asphalt over it. But that's
20 not the way you're supposed to patch
21 it. It has to have special concrete
22 first so the water doesn't get into
23 the dirt and melt it away.

24 And what happens is cars

1 start driving down and starts
2 pushing it down. Then you get what
3 we call -- we already have a law
4 against this, and it's not being
5 enforced. So that's another thing
6 that I'd like to know, why we're not
7 enforcing laws that we have on the
8 books for these bad actors who are
9 tearing up our streets.

10 The odd honest truth is,
11 most of the residents who had these
12 laterals put into their house, they
13 paid for a permit on their bill, but
14 they didn't get a permit. The way
15 we know they didn't get a permit,
16 because if they got a permit, the
17 city comes out and fills that hole
18 because we want it done right. Like
19 I said, it has to be inspected.

20 The pipes have to be
21 inspected to make sure they're done
22 right. Then you have to pack the
23 dirt down and make sure you don't
24 crack the pipe. Then you put high

1 resistance concrete on top of that,
2 and then the asphalt goes on.
3 Otherwise, we're just going to have
4 these problems.

5 And other -- my street is
6 collapsing for the second time since
7 it was redone. F Street and G
8 Street, the holes just keep moving
9 up the street. I know they fixed
10 the sinkhole at Hilton and G Street
11 and two little streets up on mine,
12 on Willard Street. There is now a
13 new big sinkhole. A lot of times
14 they just come out and quick fix it,
15 which means they just throw stuff --
16 more stuff in there to build it up
17 and actually don't fix the problem.

18 I know part of that is
19 because they're trying to hire
20 contractors, but when people are
21 getting water into their houses, or
22 like, my neighbor has had to pay for
23 the laterals to be done three times
24 because of people parking on that

1 block when it's there, because we're
2 on a little street and you have to
3 park on the sidewalk, otherwise
4 you'll have no one side of your car.

5 But these are the things
6 that we have to start looking at,
7 and we have to figure out why we're
8 not enforcing the stuff that we
9 already have on the books, which
10 that would mediate some of this to
11 begin with. Thank you.

12 COUNCIL CHAIR YOUNG: Thank
13 you, Councilmember. Any other
14 remarks by members of the committee?
15 I see none. Mr. Pullen, would you
16 please call the first witnesses to
17 testify on this resolution?

18 THE CLERK: The first
19 witnesses to testify are Olga
20 Hernandez, Luis Rios, Maria Orona,
21 and Pablo LineBoy.

22 MS. HERNANDEZ: My name is
23 Olga Hernandez, and I reside at 3338
24 North Howard.

1 COUNCIL CHAIR YOUNG: Thank
2 you, ma'am. So please begin with
3 your testimony.

4 MS. HERNANDEZ: Excuse me.

5 COUNCIL CHAIR YOUNG:
6 Please begin with your testimony.
7 Please begin with your testimony.

8 MS. HERNANDEZ: My
9 testimony. Okay. Well, I called
10 back in July. I called 311, and I
11 made a report about the sinkhole.
12 In November they came and they put
13 signs all cars to be removed because
14 they were going to come in, deal
15 with the problem. Come December,
16 nothing was done. January, I called
17 and I was informed that the case had
18 been closed, because why? I don't
19 know; they couldn't tell me. And I
20 said, well, the case cannot be
21 closed because nothing was done. So
22 they reopened the case.

23 Then everything started
24 with the laterals. I was told by

1 the Water Department that the reason
2 we had to pay for it was because it
3 was our lateral that was making the
4 ditch or the cave-in on the -- on
5 the street. But if that is the
6 case, why is it that there are so
7 many houses involved, even houses
8 way down to the -- to the plot?
9 They're nowhere near where the ditch
10 is or the rupture or whatever you
11 want to call it.

12 And then, as far as how it
13 has impacted us, my family, first of
14 all, my husband is a disabled
15 veteran, so we have no parking now.
16 We have to park wherever.

17 Groceries, I had to do most of that
18 online because we couldn't get out.

19 In the summertime, we have
20 oil heating. So in the summertime,
21 oil goes -- prices go down. Every
22 year I call up so that we can fill
23 our tank because the prices are so
24 low. I couldn't do that this year.

1 My husband was in the
2 hospital three times, and they said
3 everything was because:
4 environmental. We have air filters
5 in our house. Our house is dust
6 free, just about, you know, as much
7 as I can, we have a clean house.
8 The second time that he was
9 admitted, I was told that he
10 probably -- if we had taken him to
11 the VA hospital like we normally do,
12 he probably would not have made it
13 alive. They did pulmonary function
14 tests. They did all kinds of
15 testing. They said it was all
16 environmental. When I told them
17 what was happening in the street,
18 they told us, more than likely that
19 had a big effect on it.

20 COUNCIL CHAIR YOUNG: Thank
21 you for your testimony, ma'am.
22 Yeah, we really appreciate that.
23 But please stay in case any of our
24 members have questions for you for a

1 second. So are you testifying?

2 MR. RIOS: Yes, sir.

3 COUNCIL CHAIR YOUNG:

4 Please state your name. Please
5 state your name for the record and
6 begin with your testimony.

7 MR. RIOS: My name is Louis
8 Rios. Well, with me, it started:
9 they were working in the streets,
10 and they put some heavy equipment on
11 where my vent is at. The equipment
12 was so heavy, they -- it cracked the
13 cement. So I brought it to their
14 intention and told them, you know,
15 you all have to fix that. That
16 wasn't broken. They told me, okay,
17 don't worry about it. We're going
18 to fix it. They fixed -- they
19 started working on it.

20 I have to laugh on this.
21 They started working on it, and they
22 went and they put dirt where the
23 vent was at. They fixed the -- they
24 fixed the problem, but they put dirt

1 on top where the vent was at. If I
2 didn't bring it to their attention
3 that my vent was here, why is it
4 covered up? They say, "Oh, don't
5 worry, I -- we'll take care of it."
6 Once again, they're taking care of
7 it. They put so much dirt in that
8 hole. Once they put the cement and
9 everything and put the vent,
10 everything back together again, I
11 was getting sewage inside my
12 basement.

13 I spent six months trying
14 to clean sewage out of my basement.
15 I told them, oh, you're going to
16 take care of the problem. They took
17 care of the problem. They came
18 there, they took care of the
19 problem. It lasted one day, and
20 then it was clogged again. And then
21 when I asked them, are they going to
22 take care of it again? They say,
23 no, that's not our problem. We took
24 care of it already. I had to pay a

1 plumber in order to get my vent
2 cleaned out.

3 While I'm going through all
4 that trouble, I have a sick wife
5 that just -- that just had breast
6 cancer, survived breast cancer,
7 trying to keep the house clean and
8 taking care of my household, you
9 know. I don't think that's right.
10 That's extra problems that I don't
11 need.

12 COUNCIL CHAIR YOUNG: Thank
13 you. Thank you for your testimony,
14 sir. Are there questions of members
15 of these witnesses? Chair
16 recognizes Councilmember Bass.

17 COUNCILMEMBER BASS: Thank
18 you, Mr. Chairman. I didn't have
19 any questions. But I just wanted
20 to, number one, say that I, you
21 know, on behalf of the city, you
22 know, we all are sorry to hear that
23 you all have had these situations
24 with the city. And I'd like to hear

1 -- Mr. Chairman, I don't have a list
2 of the -- sort of like, the order.
3 So I'm not sure when the -- when is
4 the department going to be
5 testifying?

6 COUNCIL CHAIR YOUNG: Last.

7 COUNCILMEMBER BASS: Last?

8 COUNCIL CHAIR YOUNG: We
9 are going to hear all of this stuff
10 first?

11 COUNCILMEMBER BASS: We're
12 going to hear everything first.
13 Okay. Because -- okay. So I just
14 really wanted to put on the table
15 then -- thank you. I really wanted
16 to put on the table my question,
17 which is as far as repairing or
18 making repairs from damage caused by
19 the city of Philadelphia.

20 So when they park those
21 great big trucks up on your
22 sidewalk, and it's funny, my
23 colleague and I were just talking
24 about sidewalk parking and how the

1 concrete is three or four inches
2 deep.

3 And so it's not that deep.

4 And if you park a very large
5 vehicle, or really any vehicle with
6 that weight on the sidewalk, you
7 know, these kinds of things are
8 going to happen. So when it
9 happens, you know, the city of
10 Philadelphia has a burden of
11 responsibility to make sure it's
12 done all the way through. And if we
13 cause the damage that then leads to
14 sewage in this gentleman's basement,
15 then we are responsible for that as
16 well, I believe.

17 And so, I'd like to hear
18 from the department in terms of, you
19 know, how do we address items like
20 this and how will we in the future
21 do it so that it's -- you know, it's
22 better for our constituents. So,
23 you know, I'm sorry for what you
24 have experienced. I've had a

1 situation -- anybody who's ever had
2 a situation with sewage in the
3 basement, oh, it's the worst thing
4 ever.

5 And so I can only imagine
6 with your spouse being sick and
7 trying to deal with that and trying
8 to handle all these things all at
9 one time.

10 The city of Philadelphia
11 should have a responsibility and
12 should have been at least the
13 financially responsible party to
14 make sure that the basement was
15 restored back to its condition prior
16 to these events. So I just wanted
17 to be on record with that,
18 Mr. Chairman.

19 COUNCIL CHAIR YOUNG: Thank
20 you, Councilmember. I see we have a
21 new witness. Please state your name
22 for the record and you can begin
23 with your testimony.

24 MS. ORONA: Yes. Good

1 morning, everyone. Hello, my name
2 is Maria Orona, and I live in 1919
3 North 4th Street. I want to say my
4 problem started back in -- I'm going
5 to say, about 22, when our street
6 caved in. Ever since, my life has
7 been a living nightmare. There is
8 no reason why the city of
9 Philadelphia has allowed this to go
10 this far.

11 I have complaints here back
12 from 311, when I have called and
13 reported. I have tons of reports:
14 14936180, 16666965, 16605938. It
15 can go on and on. I've been
16 complaining since day one. Since
17 I've noticed that these developers
18 come, do as they choose, park on
19 your sidewalk, get on your roof with
20 no permission, which my roof is
21 leaking since 22. Okay? Thanks to
22 the developers.

23 Have I reported all this?
24 Absolutely to 311, the city of

1 Philadelphia. Has anything been
2 done? Here I am today, October
3 28th, 2025, no resolutions. I wake
4 up with bills and bills that I am
5 tired of. Why? Because as a
6 homeowner, I am expected to do
7 what's required from the city of
8 Philadelphia. But who responds to a
9 homeowner that has been affected
10 year after year?

11 Which let me tell you, I
12 was paying \$300 in property taxes
13 and now I'm up to almost \$4,000,
14 which my neighbor in 1917 only paid
15 \$1 for his house, which is an
16 investor, which climbed up on my
17 roof without permission, which today
18 he's driving -- I don't know, I
19 think I've seen him in like three
20 different cars, none of them under
21 \$50,000. Okay?

22 While I'm stuck with a
23 \$20,000 defected lateral bill, which
24 I was able to get a HELP loan for

1 that from this city because it's
2 beneficial to the city to lend
3 homeowners money. So then we can
4 get bills and tons of just -- it's
5 ridiculous. No reason why I have to
6 wake up in my home that I've been
7 there before all this new
8 development.

9 Okay? Again, the city has
10 allowed this because if, like people
11 said up there, when a developer
12 comes and they're doing work,
13 everything has to be reported and
14 everything needs a license. Where
15 is this work being done? Why are
16 these complaints not being
17 investigated?

18 The water. When our street
19 caved in, I called two days later.
20 Look up in the news. I'm all over
21 the news. Okay? Two days later,
22 our street caved in. I told them,
23 listen, with all this new
24 development going on here and no

1 work being done to our plumbing, our
2 electricity, our gas, but yet, then
3 you all dare charge us how much
4 money? I owe probably \$38,000.
5 Okay?

6 Who's going to give me
7 that? Who's going to allow me to go
8 to sleep at night and not have to
9 live with this: mold in my house?
10 I have a grandson, for goodness'
11 sake. He's five years old. Okay?
12 He was two when this happened. As a
13 parent, I'm supposed to protect him.
14 And how dare the city. Okay?
15 Because I'm saying the city, because
16 every permit must go through the
17 city to allow this.

18 I'm sorry, I'm not educated
19 the way you are, but I know my
20 rights have been violated over and
21 over again. And I demand today -- I
22 demand, I'm not asking; I am
23 demanding. Okay? Same way they're
24 demanding my mortgage of 1200 to be

1 paid, my water bill of 189, my
2 electric bill, \$68. Same way my
3 refrigerator is asking for food to
4 feed my grandson. It is the same
5 way I'm expecting you all to say,
6 you know what, ma'am? We apologize.
7 We know we messed up, and we're
8 going to take care of this.

9 Not only to me, for
10 goodness' sake, we have elderly
11 here. I'm mad for me, but I'm
12 hurting for them. Why? Because
13 they already been done paid what
14 they had to hear so they can be
15 respected. Instead, here comes the
16 big man, "so the hell with you all."
17 Well, guess what? Not today. Not
18 today and not no more.

19 Okay? Same way the city is
20 taking pride on cleaning it up so
21 when these investors invest their
22 money, they see that work in
23 Philadelphia is being cleaned with
24 the addicts. Well, guess what? I'm

1 a recovering addict. And I got here
2 by hard work. I got my home by hard
3 work. And I'm standing here today
4 because I've been praying to that
5 man from up above. I'm making no
6 noise for nobody. I've been praying
7 to that man from up above.

8 Okay? I need peace in my
9 life. I don't want to wake up and
10 have to deal with this. My house
11 stinks. Do your house stink? Do
12 your house stink? Anybody house
13 stink? Do your house stink? Do you
14 all wake up and feel happy to be
15 homeowners? Because I know, and
16 it's sad because the city has
17 allowed this to come so far.

18 I want to thank right now
19 so much Ms. Lozada and everyone here
20 for listening to me. But I'm tired
21 of talking and people just
22 listening. I need results. Okay?

23 MS. HERNANDEZ: We need
24 results.

1 MS. ORONA: We want
2 results. \$1, 1917. Google that up.
3 \$1. He paid for that. How much
4 money he don't get every month? How
5 much trash I got to put up with
6 every week on Tuesdays? Guess what?
7 Our trash people went on strike.
8 Guess why? Because all these new
9 developments, they got a lot more
10 work to do. Hey, kudos for them.
11 But now let's get us and people
12 that's been here before these
13 developers came in with some
14 respect.

15 This city has to take on
16 some responsibilities, the same way
17 the Water, the city, L&I,
18 Construction. I don't know. But
19 I'm asking today that you all hear
20 all of our testimony and that
21 something be done. Because when I
22 finish here and I get resolution,
23 I'm going to make sure that I tell
24 my community that's been affected,

1 that doesn't know the information,
2 that they need to get some
3 resolution.

4 Okay? Because we deserve
5 this. We've been here before any of
6 these investors came to just throw
7 money. And we have history, life,
8 family. I'm not leaving
9 Philadelphia. They can keep
10 offering me all the money in the
11 world. I am going to stay where I'm
12 at because that's my home. My kids
13 grew up there. That's home. Home,
14 guys. Do you all know what that
15 means? I don't have to wake up
16 stressed. Help me, you all. Help
17 us. Okay? That's all I want.
18 Thank you so much.

19 COUNCIL CHAIR YOUNG: Thank
20 you for -- yes. Thank you for that
21 powerful testimony, Ms. Orona. I
22 just have one question for you. If
23 you can tell us, and just get on the
24 record, how many times have you

1 called 311 in the last year?

2 MS. ORONA: Over 100 times.

3 Over 100 times. Porta-potty. It
4 was, excuse my language, poop all
5 over my sidewalk. You know when I
6 called 311, you know what they told
7 me? "Call the Porta-potty people
8 and tell them they have to come and
9 clean it." When I called them, you
10 know what they said? "We'll have
11 someone out there when it's
12 available." And guess what? This
13 lady, these hands had to clean up
14 poop from construction people, from
15 developers, God knows who else was
16 in there, spilled all over my
17 sidewalk, which goes into my
18 basement because my basement leaks.

19 By the way, that HELP
20 program, when they came to do my
21 work, because he's right, these
22 trucks stand in front of our
23 sidewalk. They break our sidewalk.
24 Google up back in 20 and look at my

1 sidewalk, so beautiful. And then
2 Google up 22 and look at my sidewalk
3 all broken. That doesn't change.
4 Those are proven facts that you all
5 can see. 311 check. 1919 North 4th
6 Street. I promise you there's over
7 100 reports.

8 My house is shaking. My
9 house is leaking. You think I sleep
10 good at night? The people that did
11 the plumbing, it rained for about
12 five days. They left that
13 uncovered. All that dirt and mud
14 went in my basement, which caused me
15 blue mold. Did I call and report
16 it? Absolutely. Today there's
17 still two ditches. I'm centered, a
18 small, beautiful, strong home, and
19 two castles next to me. And they
20 think that that's okay.

21 How would this city permit,
22 right? Because I got an engineer
23 report, and by the way, I paid
24 \$1,200 for an engineer report --

1 something I couldn't afford, but I
2 had to do. Why? Because it's my
3 home. Guess what they told me? All
4 the water that falls on there hits
5 my property, damaging my stuff,
6 using my sewer, all that stuff. But
7 the city allowed these two houses to
8 be built next to mine.

9 How does that work? How
10 does it work that I've been
11 complaining for year after year, and
12 it has to come to that I come in
13 front of a bunch of people so I can
14 be heard? Why is it so sad that if
15 I say I have water coming in my
16 basement, can someone please come
17 out? Well, guess what? Let me show
18 you something. See these?
19 Complaints. But let me tell you,
20 this person right here, Water
21 Department called me at 2 o'clock in
22 the morning. For what? For what?
23 I work for mine. You got the wrong
24 one, baby.

1 I got a \$1,500 check. For
2 what? You tell me what \$1,500 can
3 do. Which it never even came to my
4 hand. They approved me for it, but
5 it never got to me. \$1,500. Who
6 makes \$1,500 here in one month and
7 it's enough? When I've been
8 enduring this year after year. I
9 got estimates: \$28,000 to fix my
10 basement, to fix my sidewalk \$8,000.
11 Ridiculous.

12 Then they ask us, oh yeah,
13 you said, yeah, people hire
14 contractors and they come and they
15 cover it up because people can't
16 afford it. But these investors can,
17 and guess what? They have the
18 audacity, okay, to do these potholes
19 and walk away from there with a big
20 fat check, and we get stuck with a
21 big fat bill. How does that work?
22 Why do the city allow this? Is it
23 making you all money? Because it's
24 causing us pain. Pain year after

1 year.

2 I can't look at my grandson
3 and say I'm doing a good job because
4 I got him living under these
5 conditions. Mold. Mold, everybody.
6 Who's okay with letting their babies
7 live in mold, sleep, play? We live
8 there. This is not an investment
9 property. This is our home. I can
10 go on, but I have to stop. Thank
11 you.

12 COUNCIL CHAIR YOUNG: The
13 chair recognizes Councilmember
14 Phillips.

15 COUNCILMEMBER PHILLIPS: I
16 just want to say thank you for
17 sharing this. I'm at a loss for
18 words. You know, when I hear this
19 -- when I hear you speak, I feel
20 like the way you're speaking is as
21 if you have not gotten a response
22 from -- yeah. Hold, I'm about to
23 ask you a question.

24 MS. ORONA: Sorry.

1 COUNCILMEMBER PHILLIPS:

2 And I want to say thank you for this
3 because this is important. You have
4 been in touch with the Philadelphia
5 Water Department about your issue,
6 right? What response from the
7 Philadelphia Water Department have
8 you received, in writing or
9 verbally, from the Philadelphia
10 Water Department, you know, if you
11 could be as concise as possible
12 because I have another question for
13 you after this.

14 MS. ORONA: I want to say
15 it was in June or July in '23. My
16 water got cut off from the Water
17 Department because I had called them
18 and said, hey, I'm going in front,
19 like I'm fighting the affected
20 lateral. I didn't want to pay for
21 it because I didn't feel it was my
22 responsibility. But when they give
23 you these papers, they tell you you
24 have like a certain amount of time

1 to respond. Well, guess what? They
2 came out on a Saturday and cut my
3 water off. On a Saturday. On God,
4 they cut my water off on a Saturday.

5 COUNCILMEMBER PHILLIPS: So
6 are they saying -- is the Water
7 Department saying -- are you saying
8 that the lateral is your
9 responsibility? Is that --

10 MS. ORONA: They already
11 fixed it.

12 COUNCILMEMBER PHILLIPS:
13 They fixed it. So what's the issue
14 now?

15 MS. ORONA: I have a big
16 bill and a basement full of blue
17 mold because they came out and they
18 didn't do a good job. But yet then
19 they want like, almost \$20,000, I
20 think it was.

21 COUNCILMEMBER PHILLIPS:
22 And then when you told them that
23 wasn't your responsibility, what was
24 their response?

1 MS. ORONA: I reached out
2 to them. "We'll get back to you."

3 COUNCILMEMBER PHILLIPS:
4 That's it. And so --

5 MS. ORONA: And then "We'll
6 get back to you" is never coming
7 back.

8 COUNCILMEMBER PHILLIPS:
9 Thank you. So this is the issue
10 that I have with the Water
11 Department. Every response that I
12 get from them, especially for
13 emergencies, is "We'll get back to
14 you."

15 MS. ORONA: Uh-huh.

16 COUNCILMEMBER PHILLIPS:
17 Coming weeks. Something that is not
18 immediate. There's no deadline,
19 there's no timeline. And I think
20 that's unacceptable. You deserve to
21 have a decent response time.
22 Whether or not it's in favor or not
23 in favor, an explanation, they
24 should be able to exhaust all.

1 Thank you. I'm -- again, I'm sorry
2 to hear this.

3 MS. ORONA: Thank you.

4 COUNCIL CHAIR YOUNG: Thank
5 you, Councilmember Phillips. The
6 chair recognizes Councilmember
7 Lozada.

8 COUNCILMEMBER LOZADA:

9 Thank you, Mr. Chair. I
10 think that you're going to, over the
11 course of this morning, you're going
12 to hear very similar stories. And I
13 think that's the frustrating part.
14 And for us, it was important that
15 residents tell their stories first
16 and then that we hear from city
17 departments. Because oftentimes
18 what happens in committee hearings
19 or in council sessions is that
20 public testimony goes last.

21 And at that point, or by
22 that point, most of the individuals
23 that can do something about it, that
24 can act upon some of these very

1 serious concerns, are gone. They've
2 left the space. And so, electeds
3 like us who represent our
4 constituents on a day-to-day and
5 come in contact with them on a
6 regular basis are left with trying
7 to figure out how we continue to
8 connect them with resources.
9 Sometimes, as you're hearing,
10 resources that don't effectively
11 resolve the situation.

12 And so that is why it was
13 important for us to allow for some
14 of these residents to go first and
15 then have city departments come
16 after. But these are the same
17 stories that we hear day after day,
18 week after week, month after month.
19 You know, for situations to go on
20 for years, it's troubling.

21 And at some point, we need
22 to figure out, as a government, how
23 do we proactively respond to the old
24 infrastructure that we have

1 underground, as well as how do we
2 hold some of these contractors
3 accountable for the work that's not
4 completed, right? And what exactly
5 is that process? I think that even
6 offices like mine need to better
7 understand the process so that we
8 can better communicate that to our
9 constituents.

10 And so I know that some are
11 probably wondering why residents are
12 first and then city departments
13 after. I think it was important for
14 me to just share with you the why,
15 right? We need to make sure that
16 these stories are heard and that
17 they're on the record and that
18 they're heard by those who can
19 actually bring some resolution to
20 them. So thank you very much for
21 that. Thank you all for sharing
22 your stories with us today.

23 MS. HERNANDEZ: I have
24 something else to say.

1 COUNCIL CHAIR YOUNG: Yes,
2 ma'am. Please.

3 MS. HERNANDEZ: I'm sorry.

4 COUNCIL CHAIR YOUNG: Yes,
5 please proceed.

6 MS. HERNANDEZ: Yeah. I
7 also have to say that last year,
8 when this all started in our
9 neighborhood, I purchased the water
10 resources insurance thinking, you
11 know, I'll be covered if anything
12 happens. They don't cover that
13 either. So we paid for this
14 insurance for nothing.

15 We are on a fixed income.
16 We're senior citizens. And this is
17 -- it was a stress going from one
18 place to another to see who's going
19 to be able to help us. We can
20 hardly even get around. And then on
21 top of that, we do find the help.
22 Our bills are going up.

23 When my husband got sick,
24 the ambulance had made like two or

1 three turns to back down our street
2 to pick up my husband, who almost
3 died on his way to the hospital.
4 And that shouldn't happen. That
5 shouldn't have happened. That
6 shouldn't have happened at all. If
7 they had fixed this a long time ago
8 when it was first reported, I
9 would've been a widow today. And I
10 say that because that had a lot to
11 do with it also, because it's all
12 environmental.

13 COUNCIL CHAIR YOUNG: Thank
14 you. Chair recognizes Councilmember
15 Bass.

16 COUNCILMEMBER BASS: Thank
17 you. And thank you all for your
18 testimony. Mr. Chairman, I wanted
19 to make a suggestion, and I know
20 that Councilwoman Lozada has been
21 actively engaged on this topic. And
22 it just, you know, has dawned on me
23 as to how, as district members, you
24 know, I know that you have,

1 obviously, Quet, you know, these
2 situations.

3 In my district, I have a
4 situation on the -- I want to say
5 2900 block of North Judson Street,
6 where we just were able to get
7 funding to redo the street, which
8 was sinking. And it sounds very,
9 very similar: water issues
10 underground, trucks on pavements,
11 the Water Department coming out,
12 starting work, stopping work,
13 patching things, not completing
14 them.

15 And it led to the --
16 basically the street on the verge of
17 collapse where, you know, ma'am,
18 where you said the truck had to back
19 down the street because they
20 couldn't travel down the full length
21 of the street because it was just so
22 tenuous.

23 It -- you know, it probably
24 looked like this block of Judson

1 Street in my district, where it
2 looked like it could collapse at any
3 minute. So what I was going to
4 suggest to the chairman, and this is
5 something that we could probably
6 discuss later, is to maybe, as
7 members, have a sort of like a
8 working group around this with
9 Philadelphia Water Department to
10 talk through and meet with them on a
11 regular basis and go through our
12 cases and just sort of share what
13 you've learned, what I've learned,
14 what you may have learned with the
15 Water Department, so that we can --
16 you know, they can help us and we
17 can help them.

18 You know, because we need
19 -- we have to work together to try
20 to get some of these things
21 addressed. But our constituents
22 need our help. And we all know
23 that. You know, there's no reason
24 that you should be stuck with a

1 \$30,000 bill or, you know, a
2 \$20,000, any bill of any kind. If
3 we do the damage, we are
4 responsible. If you create the
5 condition, you are responsible for
6 the results. And that's what the
7 city of Philadelphia has to live up
8 to. So just a suggestion,
9 Mr. Chairman.

10 COUNCIL CHAIR YOUNG: Thank
11 you, Councilmember.

12 MS. ORONA: I'm sorry.
13 Like two days ago our -- not mine's,
14 I want to say about -- I live on 4th
15 Street. On 9th, the street caved
16 in. I want to say this, and I mean
17 this, I don't know why, but it
18 happened here, here, here. Listen,
19 it is going to happen here. Get
20 some work done. You all paying
21 these people, get them to check
22 these things out. Because guess
23 what? You all going to pay to help
24 us and then we're going to get all

1 over again.

2 So what I feel that
3 everyone needs to do is, like,
4 really work together to resolve it.

5 Because these payouts, it's good to
6 help us, but it's not enough. I
7 want to wake up and feel that my
8 street is not going to cave in.

9 That all this development is not
10 going to cause any more harm than it
11 already has caused. And I think
12 that that's something that, if
13 there's anything I want to do, let's
14 look into these things.

15 Because if I'm not
16 mistaken, 1893 was -- I heard that
17 my plumbing in my neighborhood is
18 since 1893 and we're in 2025. I had
19 to share that because it happened in
20 three spots. It's going to happen
21 on that spot. Because before we had
22 a house, now we have a building with
23 two and 300 apartments. I used to
24 get water in my house, take a

1 shower. Now I'm getting a little
2 spritz of water. I had to share
3 that because I think that's really
4 important too. Thank you.

5 MS. HERNANDEZ: Well, our
6 streets were done about 30 years
7 ago. I was living there still. And
8 one of the plumbers told me the work
9 was not done right and this is why
10 you guys are having this problem.
11 And who did that work? The Water
12 Department. So now we have to pay
13 for what they did wrong.

14 COUNCIL CHAIR YOUNG: Thank
15 you. Good morning, sir. Are you
16 here to testify as well? Please
17 state your name for the record and
18 begin.

19 MR. AYALA: Yes, sir.
20 Okay. How is everybody? I cannot
21 hear very well or he's going to tell
22 me. Then I talk.

23 COUNCIL CHAIR YOUNG:
24 Great.

1 MALE VOICE: I'm his son.

2 MR. AYALA: Okay. He is my
3 son. May the 30th of this year,
4 when I was leaving my house, I came
5 down to the basement, and the
6 basement was full of water. I was
7 thinking they had a leak...

8 COUNCIL CHAIR YOUNG: Can
9 you give us -- can you give us your
10 name for the record?

11 MR. AYALA: So I went
12 downstairs -- oh, I'm sorry. My
13 name Pablo Ayala. I live in 1612
14 North Colorado Street, Philadelphia.
15 19122. I lived there for four, five
16 years. That day, May 30th, when I
17 got up in the morning, I open the
18 door to the -- to the basement, and
19 the basement was lot of water. So
20 where it was coming from, I was
21 thinking they had a leak.

22 I went downstairs and I
23 measured 32 inches of water on my
24 basement. So the first thing I did,

1 I called the Fire Department, Water
2 Department, police. Everybody came,
3 but they cannot find where the water
4 was coming from because it was too
5 much. It was too deep. So I turned
6 around and I went over and I bought
7 me two, three pumps to pump the
8 water because the Water Department
9 said they don't have no pumps. I
10 say, how am I going to get this
11 water out?

12 So they turned off my
13 electric, they turned off the gas,
14 everything. So next door was the
15 school, they gave me electric to
16 pump the water out for one hour.
17 And the water is still coming up,
18 but they don't know where it was
19 coming from. The only thing, the
20 basement was getting more water.

21 So they find out -- they
22 check out and they see there was no
23 leak on my house. The water was
24 coming, but they don't know where.

1 And have it, it was not raining. So
2 then about a good inspector came in
3 and said to me, "We're going to
4 check and see what was going to --
5 maybe your house or maybe could be
6 the street."

7 So it was a hole in the
8 street, in the middle of the street,
9 but it was dry. But they don't know
10 where the water is coming from. So
11 they put some clock there and say,
12 "Oh, it's a leak here. It's a leak
13 here in the street." So the Water
14 Department are cutting. It was not
15 water. They say it's my line of
16 water coming to my house.

17 So they said they cannot
18 touch it. I have to get my own
19 plumber. I got three plumber,
20 registered plumber. They came in
21 and they say, "Your line is perfect.
22 It's not yours. We don't know where
23 the water is coming from." So the
24 Water Department was -- came back,

1 and they dig a hole they can find
2 where was the water at. So they
3 left.

4 So I said, what I going to
5 do now with all that water I got in
6 my basement? So I went over with
7 another pump, 82 days pumping water
8 from the basement. Call the Water
9 Department. Every day I make about
10 50, 60 calls. And they said, "Give
11 me pictures, give me picture, give
12 me pictures of what's going on."

13 I said, I can't give you no
14 more because right now it's still
15 lot of water in the basement. I got
16 me adjuster. Adjuster came in for
17 nine days. He measured every day
18 for 32 inches. The water came that
19 -- it rained -- it rained. And they
20 -- he found out that -- he say,
21 "Nothing I can do because right now
22 you got nine inches of water and
23 hasn't rained for seven, eight, nine
24 days." Where the water is coming?

1 Where's the Water Department at?

2 He called, I called, nobody
3 showed up. So I still had three
4 pumps pumping water day and night
5 for 82 days. I lost everything on
6 my basement, everything. So
7 finally, at the end, about 13 days,
8 gas company came in and they turned
9 my gas on because I went over and
10 bought me a tank to have hot water
11 because I was taking a shower in the
12 -- in the yard because I had no hot
13 water, no nothing.

14 So they put the electric
15 back. How they put the electric
16 back, I don't know. The only thing
17 that I know, they turn off the
18 electric a couple hours. So how
19 they got the electric back? I don't
20 know. So I turn my pumps back on.

21 Now, what was 8th? July?
22 August the 26th, they found out a
23 leak about three houses down the
24 street. So they say that there was

1 a leak before and they fix it, but
2 they never told me or anybody in the
3 neighborhood to turn off the water.
4 They say, how -- what's going --
5 what's going on? Because they
6 didn't tell us to turn out the water
7 off.

8 So what happened when they
9 -- when they found the -- it was a
10 leak. The guy say, "Take some
11 water. We going to turn off the
12 water up at the corner and see what
13 happened." So they -- he did, they
14 -- about an hour later, he said,
15 "Turn back the pumps and see what
16 happened."

17 I said, I'm not getting no
18 water in basement. It was coming --
19 the -- my basement looked like a
20 shower for 82 days. Look like a
21 shower

22 So right now -- so in the
23 last, what, three, four weeks? I
24 haven't got no more water, but it

1 rains, I get water. Every week the
2 Water Department come, I don't know
3 what they're coming for. They come,
4 they park the truck, they take the
5 tools out, they put them in the
6 street half an hour, an hour later,
7 and they go to the corner and they
8 open the fire hydrant, and water
9 come down into the hole for maybe
10 five minutes or 10 minutes.

11 They leave about maybe
12 another 10 or 15 minutes, water
13 coming to my basement again. Why
14 they open the water? I don't know.
15 Last week I've been calling, I got
16 15 telephone numbers over here for
17 the Water Department. The only
18 thing they say to me, "Give me
19 pictures. Give me pictures."

20 So what am I going to do,
21 give me pictures? Said they not
22 coming to fix the water. Now, last
23 week they came, it was a Tuesday.
24 The guy said, "I'm the boss of the

1 other employees of the Water
2 Department." They say, I said to
3 him, if you the boss, what's going
4 to happen with that hole in there?
5 It no more water, but if it rain, I
6 put clothing. I put cement and I
7 seal. I got pictures.

8 So he said to me, "Thursday
9 or Friday they going to come here
10 and we going to take care of that."
11 That was last week. Thursday,
12 nobody show up. Friday, nobody show
13 up. Yesterday, nobody show up. And
14 that's been going down for the last
15 six months.

16 They said to me, "We are
17 coming to your house." And nobody
18 answered the door. I say, listen, I
19 having breakfast, lunch, and dinner
20 in the estate every day. I sit down
21 8:30 in the morning to 5:00 o'clock
22 and nobody come here.

23 My telephone -- my
24 telephone is right here. Look how

1 big you can see my telephone number
2 for maybe 25 feet. You can read it
3 from there in case I go to bathroom.
4 Or maybe in case I go to the kitchen
5 to get something they can see. If
6 the Water Department come, anybody,
7 why they don't leave a note or wait,
8 the door is open. So I really, I
9 don't know what's going on.

10 COUNCIL CHAIR YOUNG: Thank
11 you so much, via testimony. And I
12 can say personally, I've had our own
13 issues with the customer service at
14 the Water Department. Just letting
15 us know that the water's being cut
16 off at my district office.

17 Like there's work being
18 done, and I had to physically go out
19 myself and talk to some people and
20 tell them, hey, I'm the councilor,
21 and my office, like, doesn't have
22 water. And then they came around
23 with a little note, like, you know,
24 after five hours without having

1 water.

2 So the customer service
3 there definitely needs to -- the
4 communication needs to improve when
5 it comes to the service at the Water
6 Department, because I can attest
7 firsthand that it doesn't -- it's
8 not -- it doesn't go both ways
9 often. So I can definitely
10 appreciate you and your testimony
11 for coming down here today.

12 Are there any questions of
13 members of the committee?

14 MR. AYALA: So in other
15 words, right now, I don't have no
16 water. They fixed everything they
17 found out, but when it rained the
18 water come to the basement. So what
19 I did, I bought some cement and seal
20 it.

21 MALE VOICE: Outside.

22 MR. AYALA: Outside, is in
23 the street. It's not in a basement.
24 So they told me that I had to fix my

1 basement to find out my line. My
2 line was perfect. So they want to
3 charge me \$676 because the plumber
4 said, no, you charge to the city
5 because this is not mine. My line
6 is perfect. I got no problems at
7 all.

8 So now every morning when I
9 see the weather every day, they're
10 going to rain. I'm ready to put --
11 I got the pumps ready there in case
12 I get more water. So start pumping
13 because we don't know when they're
14 going to fill the hole in outside.

15 So I lost everything in my
16 basement. I just brought January,
17 February, I brought a hot water
18 tank. It cost me \$900. It only
19 lasted me two months. That washing
20 machine was four years old. It was
21 going. The jacuzzi, the heater, the
22 basement I saw a crack. Can you
23 imagine the water coming out? It's
24 so cracked.

1 MALE VOICE: It's true. I
2 was in his basement. I'm his son.
3 My son called me at 5:00 o'clock in
4 the morning, say, "Dad, bad." What?
5 "There's water in his grandpa's
6 basement." I went inside that
7 basement. I didn't knew it was that
8 bad. There were like three to four
9 feet of water on my legs.

10 The four stairs, he -- I
11 didn't want him to go downstairs.
12 I'm holding it because he's 84 years
13 old. I went, he showed me, I got
14 the pumps, got the hose line out,
15 pumping that water like crazy. My
16 son lost his clothes. My father got
17 all the papers, everything he lost.

18 And I was pushing that
19 water out. He lost a pump. He lost
20 just about everything. This man got
21 abandoned. He went for years. And
22 when the Water Department did not do
23 as much as I told them they do. You
24 supposed to do it. What's going on?

1 You all come over here and make a
2 hole and then you disappear.

3 What's up with that?

4 What's up with that? They said the
5 water is coming from your -- no,
6 wrong. We look at the meter. You
7 got a water meter. If your water
8 meter is running, that means it's
9 water. But if you shut it off,
10 right? There's no water coming in.

11 So they did it. So the
12 water was coming from out there. So
13 it took a long time. They need to
14 figure that out. So, oh, sorry,
15 Mr. Pablo. It's our problem. It's
16 our problem. But if you got a
17 problem, fix it. See the stick
18 right here? He put a big turn note
19 on his screen door.

20 Even I could see it from
21 far away. You mean he told me the
22 guy's going to come and say he's
23 going to come? He never showed up.
24 You know why? Because I was there

1 24/7. Yeah, I don't live there.

2 That's my dad.

3 COUNCIL CHAIR YOUNG: Thank
4 you for your testimony. Thank you.

5 Are there questions for anyone?

6 MALE VOICE: I want you to
7 do me a favor. Do something now.

8 COUNCIL CHAIR YOUNG: Yes,
9 sir.

10 MALE VOICE: But this is --
11 this is ridiculous. This is
12 ridiculous. I'm going to get sick.

13 COUNCIL CHAIR YOUNG: Yes.
14 And I think that's why we're here,
15 to hear your stories so we can
16 figure out what we can do as a City
17 Council to make sure that this
18 doesn't keep happening all over our
19 city. Because it's an issue that's
20 happening everywhere on a daily
21 basis. And we're going to make sure
22 we get to the bottom of that.

23 MALE VOICE: Okay.

24 COUNCIL CHAIR YOUNG: Thank

1 you.

2 MALE VOICE: Thank you.

3 MR. AYALA: Last week I
4 called Joseph Miller, who's serving
5 me for 25 years old because he said,
6 "You heater no good." So he came
7 over, he tried to fix it, put a new
8 model, he fixed it because it was
9 almost \$900. I had to pay because
10 getting cold and I can't get nobody
11 around. So now I bought another
12 tank of hot water so I can take a
13 shower and use them.

14 I bought another washing
15 machine. So now, I got the pumps
16 ready there in case it happens
17 again. Hopefully not. But at least
18 if I didn't have a couple dollars,
19 what would've happened now? The
20 board -- nobody from the Water
21 Department inspector came. Nobody.
22 I don't know what happened. I got
23 here -- I think I got here about 15
24 telephone number for the -- for the

1 Water Department. There it goes.

2 Every time I go on, they
3 say, "Give me picture. Give me
4 pictures." Picture for what? Send
5 me inspector so they can see. One
6 employee from the Water Department
7 came and he was outside. I said,
8 "Come inside and see if you can see
9 what was going on my basement." He
10 said to me, "The City of
11 Philadelphia is not responsible for
12 your loss here."

13 I said, "Why?" He said, "I
14 am inspector." I said, "If you are
15 the inspector, okay, is that what
16 you say? It is really? Okay, fine.
17 No problem. What I'm going to do,
18 I'm going to fix everything on my
19 own." He said, "But that's what you
20 have to do." I don't know. And I
21 said to him, "If you inspector, why
22 you dress up like a hardworking man?
23 Inspector don't dress like that.
24 Show me something. And you telling

1 me Water Department not responsible.

2 Now, you can see with your own
3 eyes."

4 He said to me -- he said to
5 me, "Wait for me, I'll be right
6 back." Okay? So I wait about 10
7 minutes. He didn't show. When I
8 go, the truck was gone. I said,
9 "Where is inspector at?"

10 MALE VOICE: He didn't have
11 no idea.

12 MR. AYALA: Had no idea. I
13 said, This must be a joke, but
14 whatever, anyway, I going to have
15 everything fixed. So right now, I
16 got hot water, I got gas, I got
17 electric, I got everything on my own
18 and I got the receipts. I got the
19 adjuster, he came.

20 COUNCIL CHAIR YOUNG: So
21 one thing I would like to say is
22 that when you feel this is the
23 city's issue, we want to make sure
24 we connect everyone with the Office

1 of Risk Management again so you can
2 file your claims against the city
3 and start that process of trying to
4 be made whole again. So definitely
5 want to make sure you have -- you're
6 connected with that office so
7 there's a record of your financial
8 loss from the city.

9 MR. AYALA: And by the way,
10 last Tuesday, because I was still
11 calling about three or four
12 employees from the Water Department,
13 and one of the guy came in and said
14 to me, "I'm the boss of all the
15 employees on the Water Department."
16 I said to him, "Oh really? Okay,
17 let's come over here and talk." I
18 show him, and I said to him, "You
19 the boss, right?"

20 He said, "Okay. Thursday."
21 He said, "Don't worry about,
22 Thursday, somebody going to be here
23 Thursday or Friday or next week." So
24 they told me, Make sure the traffic

1 here -- because we going to have
2 trucks come here. Where they are?
3 Thursday, nobody show. Friday,
4 nobody show. Yesterday, nobody
5 show.

6 Four weeks ago they told
7 me, "Monday, we're coming to work
8 here. We don't want no cars around
9 here." So I moved my car from my
10 house on Sunday, 11:00 o'clock at
11 night. Said, let me move my car
12 from here in case I get up late next
13 day. I had an appointment with
14 doctor at 9:00 o'clock. When I went
15 out, my car was missing from the
16 corner.

17 Where is my car at? Gone.
18 What happened? I don't know. I
19 called the 26th District. They
20 came. I called the 25th District,
21 the 13th District. I spoke to the
22 SEPTA, they passed by there. They
23 said to me, "If we don't have no
24 phone call, we don't have no nothing

1 at all." So where did you park the
2 car? Right there.

3 And the school next door,
4 they checked by the camera and they
5 saw me parking the car there. The
6 next day my car was not there and I
7 still can't find it.

8 COUNCIL CHAIR YOUNG: So I
9 think that's something that we --
10 you know, we get that information,
11 we can help you find it, sir.

12 MR. AYALA: And by the way,
13 the Water Department didn't show up
14 either to do the job.

15 M1: And yesterday didn't
16 show up at all.

17 COUNCIL CHAIR YOUNG: Thank
18 you. Thank you. We appreciate that
19 testimony. Again, it's going to be
20 very helpful for us as we do our due
21 diligence to ensure, you know, that
22 your issues are resolved. So again,
23 thank you so much for coming down
24 and testifying today. We really

1 appreciate that. Thank you.

2 MR. AYALA: In case this
3 happen again, what I'm going to do
4 is I'm going to buy me a boat, put
5 them in the basement. That's the
6 only thing I can do.

7 COUNCIL CHAIR YOUNG: Thank
8 you. Mr. Pullen, would you please
9 call the next witnesses to testify
10 on this resolution?

11 THE CLERK: The next
12 witness to testify is George Kunkel.

13 COUNCIL CHAIR YOUNG: Is
14 this the witness testifying via --
15 what's that? Online? There we go.

16 MR. KUNKEL: Yes. Good
17 morning. Can you hear me?

18 COUNCIL CHAIR YOUNG: Yes,
19 sir. Good morning. Please state
20 your name for the record and you can
21 begin with your testimony.

22 MR. KUNKEL: Thank you. My
23 name is George Kunkel. I'm a
24 licensed professional engineer in

1 the Commonwealth of Pennsylvania.

2 My education background and

3 experience in the field of civil

4 engineering. My specific focus is

5 water efficiency and water loss

6 control in drinking water utilities.

7 My work experience includes

8 a 35-year tenure with the

9 Philadelphia Water Department or

10 PWD, which I completed in 2015.

11 Since this time, I've worked as an

12 independent consultant and also work

13 part-time in a role that I have with

14 the Pennsylvania Department of

15 Environmental Protection and its

16 Water Operator Outreach Assistance

17 Program, assisting water utilities

18 serving small communities.

19 I'm also very active in the

20 American Water Works Association, or

21 AWWA, where I've served as chair of

22 the publishing committee for three

23 editions of AWWA's leading guidance

24 manual on water efficiency. I'm

1 also creator and co-author of AWWA's
2 free water audit software, which is
3 a software tool that allows
4 utilities to audit their water
5 supply in a standardized format.

6 I've conducted water audits
7 for approximately 200 water
8 utilities of all sizes and have
9 assisted many of them in better
10 controlling their losses. Today I'm
11 providing brief comments --

12 COUNCIL CHAIR YOUNG:

13 Mr. Kunkel, if I may -- Mr. Kunkel,
14 if I may, we do have your written
15 testimony, which is in front of all
16 members of council. If you could --
17 if you could summarize the testimony
18 for us as we prepare other witnesses
19 and things like that as well. Thank
20 you.

21 MR. KUNKEL: I will do my
22 best. But it's a complex issue, so
23 bear with me if I continue to read.
24 I'll try to summarize where I can.

1 So this hearing, as I've
2 learned, it was scheduled due to
3 concerns occurring from trends of
4 water main breaks, leaks, and other
5 disturbances in the 7th Councilmanic
6 District of Philadelphia. Such
7 problems are typical of many
8 utilities in the Northeastern United
9 States, which were constructed well
10 over a hundred years ago.

11 Philadelphia's water supply system
12 is one of the first established in
13 the United States, and it's provided
14 reliable service for over 200 years.

15 While this is -- while PWD
16 has a proud history, this results in
17 having to manage an extensive
18 network of aging pipelines, many of
19 which have high failure rates.

20 Leaks and breaks occur in
21 distribution systems and customer
22 service lines due to many reasons,
23 including corrosion of metal pipe,
24 poor materials or construction

1 methods, inadequate repair of active
2 leaks, temperature effects, and
3 other reasons. Leaks and breaks
4 occur in all water distribution
5 systems; only the extent varies.

6 PWD began to closely track
7 failures for water main breaks in
8 its system in the mid-1960s and has
9 one of the longest standing and most
10 extensive records of water system
11 failure in the country. This data
12 is important because it assists
13 engineers in analyzing the
14 performance of the system and
15 prioritizing pipelines for
16 replacement. In the city,
17 typically, there are between 600 and
18 1,000 water main breaks per year,
19 but years with extreme cold can
20 elevate this to over 1,300 breaks in
21 a year.

22 An indicator called the
23 break rate is measured on the number
24 of annual breaks, or average breaks

1 per 100 miles of pipeline in the
2 system. AWWA sets a guideline of 15
3 breaks per 100 miles of pipeline for
4 utilities as a reasonably expected
5 level. A 1923 study of utilities
6 around the country found an average
7 break rate of 11 breaks per 100
8 miles of pipeline. Philadelphia's
9 break rate has been well over 20
10 breaks per hundred miles for many
11 years, and despite a long history of
12 pipeline replacements each year, the
13 break rate stood at 22.5 per hundred
14 miles of pipeline as of 2024. So
15 it's still well above the guideline
16 that's been established by AWWA.

17 PWD's water main
18 replacement program also dates from
19 the 1960s, so there is a long
20 history of replacing aging pipeline.
21 In the early years, they used a
22 simple point system, but more
23 recently, efforts were undertaken to
24 move to a more articulate method of

1 analysis that looks at both
2 likelihood of failure of a given
3 pipeline and the consequence of
4 failure on such a pipeline. On a
5 mathematical basis, you can assign
6 factors to each, and if you multiply
7 them together, you'll get a singular
8 risk score.

9 So that risk recognizes
10 both the likelihood of failure and
11 the consequence. If both of those
12 factors are high, you'll get a high-
13 risk score, and therefore, those
14 pipelines with a high-risk score
15 should be given priority for
16 replacement sooner rather than
17 later. Philadelphia's had a goal
18 generally for many years of
19 replacing about 20 miles of pipeline
20 in the system. It's a system that
21 has over 3,000 miles of pipeline.

22 At that replacement rate,
23 it's expecting each pipe to last 150
24 years, whereas typical expected

1 service life for piping is 50 to 100
2 years. So at 20 miles per year,
3 that's really not an adequate level.
4 Even to obtain a 1 percent
5 replacement rate, which would equate
6 to 100-year service life, PWD should
7 be replacing 30 miles of pipe per
8 year. Recent data that I've found
9 in a report for the 2026 budget
10 year, PWD listed a goal of replacing
11 32 miles of pipeline per year, but
12 in 2024 had replaced only 26 miles
13 pipeline per year.

14 It's difficult to find
15 information on break rates and
16 pipeline mileage replacement totals
17 in the public record, or at least on
18 available websites. So I don't --
19 definitely don't have all of the
20 information here for recent years
21 from PWD. But again, when the
22 analysis methodology was evolving in
23 my last several years with PWD,
24 there was thinking that a goal of

1 almost 40 miles of pipeline
2 replacement per year should be
3 considered.

4 Within general of -- the
5 overall totals of replacement, there
6 are several cohorts of pipeline that
7 I should mention. One is known as
8 the Leadite Joint Pipeline. Leadite
9 is a specific type of joining
10 material that we've used where you
11 connect lengths of pipe together.
12 This pipeline was installed in the
13 post-World War II era, typically in
14 the lower northeast section of the
15 city.

16 And this pipeline material,
17 unfortunately, has had a high
18 failure rates because the joints
19 fail due to problems with this
20 joining material. Studies were done
21 that found that this type of pipe
22 actually has the highest incidence
23 of failure and is 85 percent more
24 likely to fail than the average of

1 all pipeline in the city. This
2 pipeline cohort is one that should
3 be given focus. PWD has replaced
4 Leadite Joint Pipeline for many
5 years. The question is, are they
6 replacing enough of it and fast
7 enough?

8 The second cohort, which is
9 20 percent more likely to fail than
10 the average pipeline, is pipeline
11 vintage from 1902 to 1925, an era
12 when many, many miles of pipeline
13 were installed when Philadelphia was
14 at the height of its time as a
15 leading manufacturing center. So
16 the fact is that there are many
17 miles of that pipe out there.

18 In addition to just
19 outright replacement, Philadelphia
20 may have opportunity to look at
21 lengths of pipeline which I
22 categorize as extraneous in that
23 they are not serving the purpose.
24 They're not now serving the purpose

1 they were intended for, either
2 because city blocks are completely
3 vacant, no buildings exist, or in a
4 second case, some of this extraneous
5 pipeline could be large diameter
6 transmission mains -- the arteries
7 of the distribution system.

8 Philadelphia's water supply
9 system was constructed to serve 3
10 million people, and the city never
11 came close to that in population,
12 never came close to the delivery --
13 the water delivery goals that it has
14 set out in its planning. And this
15 dates back to the 1950s. Hence,
16 there is additional capacity, and a
17 lot of it's in piping in the
18 streets. In some cases, you have
19 three or four or more separate
20 transmission lines in one street,
21 and that capacity is no longer
22 needed.

23 Decommissioning extraneous
24 piping is a cost-effective way to

1 remove risky pipe from the system.

2 It does not cost near as much as a

3 replacement, removes capacity --

4 that excess capacity and also avoids

5 the potential that water quality may

6 stagnate from low flows.

7 Finally, in terms of

8 replacement, PWD might focus on a

9 small number of areas where there is

10 unusually high water pressure. By

11 that, I'll suggest over 120 pounds

12 per square inch. The area of

13 Manayunk is actually one of those

14 high-pressure areas, and I note in

15 my testimony of an eight-inch main

16 break earlier this year that caused

17 considerable damage. There may be

18 opportunity to look at these pockets

19 of very high pressure, which may be

20 experiencing an inordinate number of

21 main breaks, and see if there are

22 manners in place, methods to reduce

23 the pressure. And that could be a

24 more costly approach rather than

1 replacing the mains.

2 Basically, Philadelphia is
3 greatly challenged to keep the
4 infrastructure up to date, but
5 expanding the replacement program is
6 probably still the best remedy. And
7 I realize that that incurs
8 additional costs in terms of design,
9 construction, contractor capacity,
10 and other factors.

11 In addition to the fact of
12 main breaks or visible ruptures,
13 Philadelphia suffers many leaks each
14 year. Many of these leaks are
15 hidden from the public. They're
16 small volume, but they run sight
17 unseen, but they are still there.
18 PWD is required by the Delaware
19 River Basin Commission to submit an
20 annual water audit each year. That
21 audit uses several performance
22 metrics to measure loss parameters,
23 including a leakage rate, which in
24 the 2024 audit was 161.7 gallons per

1 service connection per day. So
2 that's an average figure, and this
3 is quite a high rate of leakage,
4 higher than 90 percent of a
5 reference data set that AWWA
6 maintains of 1,124 water systems.
7 So this rate is greater
8 than 90 percent of those 1100
9 systems. So -- and unfortunately,
10 that rate appears to be increasing
11 slowly over recent years. For
12 drinking waters around the world,
13 the greatest number of leaks
14 occurring in systems is on customer
15 service lines, rather on water mains
16 valves or hydrants. And the
17 greatest annual volume of water loss
18 to leakage occurs from leaks on
19 service lines. For 90 percent of
20 U.S. water utilities, the customer
21 owns a portion of the service line
22 from the midpoint in the sidewalk,
23 typically where a shut-off valve or
24 curb stop exists. The water utility

1 in these scenarios owns the other
2 portion of the line connecting from
3 the water main to this curb stop.

4 So there is a shared
5 responsibility for most utilities in
6 the United States for maintenance of
7 lines and addressing leaks on those
8 portions of the lines.

9 Unfortunately, for PWD, the city of
10 Philadelphia is one of the minority
11 of 10 percent of systems where the
12 customer owns the entire line: from
13 the tapping point in the water main
14 into the property. Additionally,
15 the water meter is typically inside
16 the property, so a leak on the
17 service line outside of the property
18 will not register a high flow on the
19 meter that helps to detect the leak.

20 So inherently, leaks
21 discovered on service lines, by and
22 large, typically are referred to the
23 customers since they are the owner
24 of the line. So even when leaks are

1 known, such as Philadelphia's leak
2 detection program, the
3 responsibility is referred to the
4 customer. And inherently -- and
5 this is across the United States,
6 customers are slower to respond to
7 leaks than utilities when they have
8 a leak on their portion of the
9 service line that they own.

10 PWDs have different ways to
11 assist customers; one is the
12 Homeowner Emergency Loan Program, or
13 HELP, which allows homeowners to
14 receive zero-interest loans to
15 conduct replacement of their service
16 line or lateral. And this has been
17 a worthwhile program, but at times
18 the administration of the program
19 has suffered. Repayment of loans
20 does not always occur, and there are
21 administrative issues around the
22 program. If that is a program
23 that's to continue, making sure that
24 it's running efficiently and can

1 effectively assist the customer will
2 be an important thing going forward.
3 PWD, like every utility in
4 the country now, is also confronting
5 the need to replace lead service
6 lines. PWD in the past year has
7 been identifying these service
8 lines, although lots of lines are
9 considered to be of unknown
10 material, so there's a challenge
11 there. Anywhere from 20,000 to
12 25,000 lead lines exist, and federal
13 regulations are calling for these to
14 be replaced. And that, in terms of
15 leakage, is a good thing because, as
16 you've heard, so much leakage occurs
17 on service lines. If they're being
18 replaced because they're lead
19 material, well, that might also
20 assist in reducing leakage too as
21 that occurs.

22 Finally, the PWD has had a
23 leak detection program for over 40
24 years, and that has been effective

1 and a necessary program. At times
2 I've noticed it's been more
3 effective than other times. I would
4 say in my last couple of years,
5 between 2013 and 2015, we had seen a
6 large changeover of staff retirement
7 of longtime skilled technicians, and
8 I observed a period where the number
9 of leaks detected had dropped
10 dramatically, even though crews were
11 still out patrolling for leaks.

12 So having the program in
13 place is important, having the
14 staff, but also having the training,
15 the monitoring, the supervision is
16 critical because staff has to be
17 effective in actually being able to
18 identify the leaks. And then only
19 then can you set forth to try to get
20 them repaired. To summarize and
21 conclude here, PWD is greatly
22 challenged to manage what is
23 arguably the oldest water
24 distribution system in the country,

1 and it has also admirably conducted
2 programs for more than half a
3 century to both control leakage and
4 replace pipelines.

5 However, I think with the
6 age and condition of the system, PWD
7 does have a herculean level
8 challenge and must still look to
9 elevate its efforts. And I would
10 have to say that the incident leaks,
11 the complaints, the disruption
12 that's been voiced at this hearing
13 does probably evidence that PWD
14 needs to accelerate its activities.
15 Thank you very much.

16 COUNCIL CHAIR YOUNG: Thank
17 you so much for your testimony,
18 Mr. Kunkel. Is there any questions
19 for this witness by members of the
20 committee? Seeing none. Well, I do
21 have one question for you. So at
22 the current rate of -- that the city
23 is replacing pipes, can you just get
24 on the record -- there's a lot of

1 that in your testimony. Can you
2 just get on the record; how long
3 will it take the city to replace the
4 current -- the pipes -- the old
5 pipes at the current rate that
6 they're replacing them? Like, I
7 guess, talk about the average useful
8 life of each -- as of the pipes and
9 how long will the city take to
10 replace each pipe?

11 MR. KUNKEL: Okay. And
12 recognized too the city has been
13 replacing pipeline since the late
14 1960s. So considerable lengths have
15 been replaced already, just on
16 average number basis, given it's a
17 3000-mile system. If it were only
18 to replace 1 percent of that each
19 year or 30 miles, then you're
20 expecting every pipe to live last a
21 hundred years, which is probably
22 about the highest lifetime you might
23 expect. Now, Philadelphia has many
24 pipelines well over a hundred years,

1 although Philadelphia also has many
2 breaks and many leaks. So probably
3 evidencing that living with
4 pipelines over a hundred years is
5 going to result in leaks and breaks
6 -- excessive leaks and breaks.

7 So, right now, the 30 mile
8 is sort of like -- the 30-mile goal
9 might be a bare minimum and fill it,
10 PWD to my knowledge, has not
11 achieved that 30-mile goal, although
12 I -- again, I could not find yearly
13 totals for recent years. So very
14 likely, PWD needs to have 30 -- it
15 may have a goal of 32 miles right
16 now, but I'm not sure it's meeting
17 it. However, it still may want to
18 even have a higher goal than that,
19 maybe between 35 and up to 40 miles
20 even per year.

21 COUNCIL CHAIR YOUNG: Thank
22 you so much. Again, any other
23 questions for this witness?
24 Mr. Kunkel, thank you so much for

1 your testimony this morning. It's
2 very informative for us. Thank you.

3 MR. KUNKEL: You are
4 welcome.

5 COUNCIL CHAIR YOUNG: And
6 your full statement will -- written
7 statement will be made a part of the
8 record of this hearing as well. So
9 again, thank you so much for your
10 testimony. Mr. Pullen, would you
11 please call the next witnesses to
12 testify on this resolution?

13 THE CLERK: The next
14 witness to testify is Benjamin C.
15 Jewel, Commissioner for the
16 Philadelphia Water Department.

17 COUNCIL CHAIR YOUNG: Good
18 morning, Mr. Jewel. I want to say
19 welcome. I know you are newly
20 appointed, the Commissioner of the
21 Water Department, but I know you
22 have an extensive history in the
23 Water Department. So I want to
24 congratulate you on being appointed

1 Commissioner of the Water
2 Department. But, as you see today
3 from this hearing, you know, it may
4 not -- everyone might not want to
5 congratulate you today. But please
6 begin with your -- state your name
7 and give us your testimony.

8 MR. JEWEL: Good morning.

9 Thank you. My name is Benjamin
10 Jewel. I am recently appointed
11 Commissioner of the Water
12 Department. Thank you. Good
13 morning, Councilmember Young and
14 members of the Streets and Services
15 Committee. Good morning,
16 Councilmember Driscoll and members
17 of the Transportation and Public
18 Utilities Committee. And good
19 morning, Councilmember Lozada,
20 representing the residents,
21 businesses, and stakeholders of the
22 7th Councilmanic District. Thank
23 you for the opportunity to testify
24 before you today regarding

1 Resolution No. 250160.

2 As I said, I'm Benjamin
3 Jewel, Water Commissioner. My team
4 and I are here this morning to
5 provide testimony related to the
6 issues of cave-ins and water main
7 breaks in the 7th District.

8 Philadelphia Water Department owns
9 and operates and maintains a vast
10 system of water mains and sewers
11 distributed throughout the city of
12 Philadelphia. In our water
13 distribution system, the
14 department's inventory includes
15 3,057 miles of mains, of which 328
16 miles, or approximately 10 percent,
17 are in the 7th Councilmanic
18 District.

19 In our wastewater and storm
20 water collection system, the
21 department's inventory includes
22 3,729 miles of sewer, of which 270
23 miles, or approximately 7 percent,
24 are in the 7th Councilmanic

1 District. To support the operation
2 of these systems, the department
3 deploys field personnel from
4 multiple units. The department's
5 distribution, load control, and
6 pumping units consist of
7 approximately 280 employees with
8 responsibility for water main
9 repairs, water storage and
10 conveyance system operation, and
11 24-hour emergency response.

12 The department's sewer
13 maintenance and flow control units
14 consist of approximately 300
15 employees who are responsible for
16 sewer inspection, cleaning and
17 repair, inlet repairs, emergency
18 response, and flow management. In
19 support of water and sewer teams and
20 to assist the public, the department
21 staffs its call center as well as
22 field personnel specifically tasked
23 with responding to customer impacts
24 and infrastructure through our

1 operations administration unit. To
2 support operations personnel and
3 improve the reliability and
4 resilience of our water and sewer
5 systems, the department implements a
6 robust capital planning and
7 infrastructure improvement program.

8 Our capital planning
9 program reviews a wide variety of
10 operational and construction data as
11 well as weighing impacts from
12 various investment programs to
13 inform decision making on which
14 locations will be targeted for
15 investment. While the department
16 has responsibility for public water
17 and sewer mains that provide service
18 to our residents, there is a large
19 amount of privately owned plumbing
20 infrastructure in the city. In
21 Philadelphia, residents have
22 ownership and maintenance
23 responsibility for plumbing from the
24 point of connection to the public

1 water/sewer mains into their homes
2 and then all internal plumbing.

3 The causes of street cave-
4 ins, water leaks, and main breaks
5 can be various, including public and
6 private infrastructure. The
7 department plays a critical role in
8 assessing those root causes so the
9 responsible party can take action to
10 remediate the issue. When PWD
11 infrastructure is the cause of cave-
12 ins or leaks, we endeavor to repair
13 those as quickly as possible. If a
14 cave-in or leak is found to be
15 caused by issues with private
16 infrastructure, the department
17 promptly notifies the resident and
18 water account holder with
19 notification via issuance of a
20 notice of defect.

21 PWD understands that the
22 cost of repairs to plumbing
23 infrastructure can be very
24 expensive, and bearing those

1 expenses can be difficult for our
2 residents. In response, PWD
3 provides direct financial assistance
4 to residents through the
5 administration of our Homeowner
6 Emergency Loan Program, or HELP
7 loan, which offers zero-interest
8 loans with various repayment
9 timelines based on the ability of
10 the customer to pay. Additionally,
11 many other resources are available
12 to assist with necessary repairs
13 such as private insurance through
14 American Water Resources or
15 homeowners' insurance.

16 I appreciate that the
17 issues of cave-ins and main breaks
18 can be disruptive to residents and
19 can negatively impact quality of
20 life and public safety. The
21 department has a strong commitment
22 to the highest level of service and
23 works cooperatively with the Streets
24 Department and other utilities in

1 the public right of way to do so.

2 Thank you for the opportunity to
3 appear here today. I'm happy to
4 answer any questions.

5 COUNCIL CHAIR YOUNG: Thank
6 you. So as I'm looking through
7 this, it's data request. I don't
8 know if you have this sheet. I
9 don't know where it came from. But
10 I'm just looking at my district and,
11 you know, we've had the highest
12 number of breaks per 100 miles in
13 the 5th Council District, and I just
14 want to put that on the record.
15 According to this document here,
16 with 40 per 100 miles, and just last
17 Friday we had a break that affected,
18 you know, thousands of residents.

19 And so just listening to
20 the testimony today, can you just
21 describe to us what PWD is really
22 doing to address this issue? And I
23 -- and I -- and I say that because
24 we have had expert testimony today

1 from a former Water Department
2 employee, right? I would consider
3 him an expert on this matter, who
4 basically said that what we are
5 doing is not enough. Basically what
6 he says is what we are doing is --
7 in our replacement program, it's not
8 quick enough to address the number
9 of breaks that we have every year.
10 So could you just talk to us a
11 little bit about that, and really
12 describe to us what the Water
13 Department's plan is to address
14 these issues?

15 MR. JEWEL: Sure. And yes,
16 Mr. Kunkel, who testified earlier,
17 is a former Water Department
18 employee who is kind of foundational
19 to the program that we continue to
20 implement since his retirement. You
21 know, he mentioned a few metrics.
22 Last year we had a goal of replacing
23 -- of scheduling for replacement 42
24 miles of water mains. We actually

1 bid a total number of 45 miles
2 during that fiscal year.

3 COUNCIL CHAIR YOUNG: Did
4 you say bid?

5 MR. JEWEL: Bid. So
6 contracted for services in order to
7 be able to deploy our contracted
8 forces to do the work to relay the
9 main. So yes, there is a --

10 COUNCIL CHAIR YOUNG: So
11 how much work was done? How many
12 miles of work were done?

13 MR. JEWEL: We replaced
14 approximately --

15 COUNCIL CHAIR YOUNG: You
16 can put out bids every day, but if
17 the work isn't getting done, it is
18 for nothing.

19 MR. JEWEL: Yeah. So,
20 we're estimating 45 miles replaced
21 during fiscal year 2025. And
22 obviously like because of the
23 procurement process, we're bidding,
24 contracting, and then deploying

1 resources into the field. So there
2 is a delay. So the jobs that were
3 bid last year, and were contracted
4 under will continue to be
5 implemented into the future.

6 We've seen some pressures
7 on our investments over the last few
8 years, so we've seen a 75 percent
9 increase in the unit cost. And for
10 us, we measure cost for water relays
11 and specifically as like dollars per
12 mile. We've seen an increase in
13 those costs of 75 percent over the
14 last three years and a four-fold
15 increase in those costs since 2000.

16 We -- as a department, we
17 operate not just a water
18 distribution system, we operate a
19 sewer system, we operate water
20 treatment facilities and wastewater
21 treatment facilities. And we, you
22 know, take very seriously the need
23 to balance those different
24 investments, all of which are really

1 critical to ensuring we're able to
2 continue to deliver services -- all
3 of the services that we provide to
4 all of the communities in
5 Philadelphia.

6 And at the same time, you
7 know, as Mr. Kunkel alluded to, we
8 are facing some emerging regulatory
9 issues that are going to further
10 kind of pressure our financial
11 budgets. So, Mr. Kunkel mentioned
12 that our current replacement target
13 is 32 miles, and that is accurate.
14 We are targeting 32 miles of
15 projects to be put out for bid
16 during this fiscal year.

17 And you'll note that that
18 is a reduction from the previous
19 year, though it reflects the 1
20 percent replacement rate that
21 Mr. Kunkel referred to. And really
22 one of the real drivers for reducing
23 the rate was the increased costs and
24 the need to keep a budget that is

1 able to meet all the various needs
2 of the department at the same time.

3

4 COUNCIL CHAIR YOUNG: Thank
5 you. Mr. -- there was a question
6 about -- or Mr. Kunkel's testimony,
7 he mentioned that it's a policy that
8 requires the customer to own the
9 entire service lines, right? So if
10 that's a policy of the PWD, can you
11 just talk to us about what are some
12 other policies that some other
13 cities -- what do other cities do
14 regarding the entire service line?
15 Because I'm just thinking -- I'm
16 just saying this out loud, because
17 we live in a city that is constantly
18 talked to -- talked about as one of
19 the poorest cities in the country,
20 and we have a high rate of
21 low-income homeowners.

22 And I know you mentioned
23 these programs for low-income
24 homeowners, but this is a policy.

1 Why do we have a policy that can
2 potentially keep people poor in this
3 city? I mean, we have heard
4 testimony of folks spending
5 thousands of thousands of dollars
6 that I know they don't have. So why
7 do we have a policy that can keep
8 people poor in this city?

9 MR. JEWEL: So this -- it's
10 not a policy. This is actually a
11 legal issue. And as Mr. Kunkel
12 referenced, you know, the -- in the
13 city of Philadelphia, residents, and
14 as I mentioned in my testimony, own
15 their water service, the line that
16 connects them to the public water
17 main from the point of connection to
18 the main, through the curb stop,
19 which is a required fixture in the
20 footway that allows you to turn
21 water off inside the home, and then
22 into the home and all internal
23 plumbing.

24 Sewers. Obviously, sewer

1 service flows back towards the
2 sewer, but the boundaries of
3 ownership are identical for both
4 water and sewer service. So the
5 homeowner owns all of their internal
6 collection system plumbing out to
7 their curb trap and vent pipe. We
8 heard some mentions of vent pipes in
9 the footway earlier today. And then
10 all the way through to the point of
11 connection with the sewer system.
12 This is how it is in Philadelphia.
13 It is -- it is true it is not how it
14 is everywhere. In some neighboring
15 communities here -- there are a
16 couple different arrangements that
17 can exist. I think that it's really
18 just up to like whoever was writing
19 the rules when the rules were
20 written. In some places it is --

21 COUNCIL CHAIR YOUNG: So
22 essentially, are you saying that we
23 -- there's a local ordinance that
24 mandates that the residents own that

1 portion?

2 MR. JEWEL: Correct.

3 COUNCIL CHAIR YOUNG: So us
4 as a City Council can review that
5 ordinance and make certain changes
6 if necessary.

7 MR. JEWEL: I believe that
8 is possible. I think the -- you
9 know, as the water utility, right,
10 we are a fee-for-service utility
11 that, you know, our community
12 members invest in these services by
13 paying their bills. And we take
14 custody of those and try to make use
15 of them in the most effective and
16 efficient way possible. It
17 represents the interest of all of
18 the people of the City of
19 Philadelphia. And I think it is
20 possible to make a decision like
21 that. I would just caution that,
22 like, that dramatically increases
23 the cost to the Department of
24 Services.

1 So when we were -- if we
2 were to come through and do, say, a
3 sewer relay, instead of replacing
4 our sewer and replacing laterals to
5 the edge of our -- excavate the
6 necessary excavation width, we would
7 then be forced to extend all the way
8 out into the footway. We did some
9 quick number crunching and estimated
10 that, like, over the lifetime of our
11 program for sewer replacement, this
12 would be like a billions-of-dollar
13 kind of additional financial burden
14 on the department. Since we're
15 fee-for-service, both our operating
16 costs and our capital fund, which is
17 typically debt-financed through bond
18 issuance, those costs are rolled
19 into our rates. So a change in the
20 demarcation of ownership transition
21 would directly impact the services
22 we provide, the cost of those
23 services, the cost of our
24 investments, and it could lead to

1 rate increases.

2 COUNCIL CHAIR YOUNG: I

3 understand that. And, you know, we

4 -- as a body, it's our job to come

5 up with the budget, right? And so

6 when there's increases in cost of

7 services, you know, you guys come

8 and ask us for more money. But I do

9 think that this is an issue that

10 every Philadelphian, every property

11 owner in Philadelphia has experience

12 with this: these laterals, the curb

13 traps, everything, and it's a huge

14 burden on the residents of the city.

15 And I think if -- as a

16 city, we're -- if our job is to

17 provide service and provide quality

18 service, we have to look at how we

19 are doing that job and providing

20 that -- this service. I mean, we're

21 -- we own the Water Department,

22 right? The city owns the Water

23 Department.

24 MR. JEWEL: Absolutely.

1 COUNCIL CHAIR YOUNG: And
2 as the owner of this department, I
3 think it is -- it's up to us to make
4 sure that the customers, our
5 residents, right, are getting
6 top-notch service, one; and then
7 two, they're getting the most bang
8 for their buck when it comes to that
9 service, right? I mean, I -- so if
10 our counterparts in other places,
11 other jurisdictions, are able to
12 make it work where, you know,
13 they're the owner of the entire
14 system, I don't think there should
15 be an issue here in Philadelphia why
16 we can't make that work either. So
17 -- but I'm going to defer to my
18 colleagues who have any questions or
19 any questions. Members of the
20 committee. The Chair recognizes
21 Councilmember Driscoll.

22 COUNCILMEMBER DRISCOLL:
23 Well, thank you, Commissioner. And
24 we do recognize in an aging city how

1 complicated this gets. But in your
2 new capacity as commissioner, is
3 there an appellate process unit,
4 something subset of your department
5 that, when it reaches this level, at
6 a committee hearing like this, that
7 the folks that were here today, is
8 there somebody that can review each
9 of those cases to determine if and
10 where something went wrong, if it --
11 how it could be cured? That sort of
12 thing?

13 I think, if we can move to
14 that -- and I know you have, you
15 know, a big department and you have
16 a lot of responsibility, but I found
17 in government, which I've been in
18 for a long time, state government,
19 both at the executive level and the
20 legislative level in Harrisburg, we
21 were able to communicate with
22 departments that had, like, a
23 legislative liaison or, you know,
24 some sort of rapid-response unit.

1 Because generally when it
2 gets to our level, it's usually
3 pretty serious, right? So, you
4 know, we take these phone calls, and
5 we can sort it out, for the most
6 part, ones that may be routine and
7 ones that may be very, very serious.
8 So, I think we can be an asset to
9 your department in the future. And
10 as you take command of this
11 department, I just offer that, like,
12 we're not the enemy. We're -- I
13 think we share the same goal that,
14 you know, we want safe, clean water,
15 and we want safe streets, and we
16 want the rate payers to get a bang
17 for their buck, fully knowing, which
18 we're going to have another hearing
19 on, you know, the rates that, you
20 know, we all -- we all do share this
21 common goal of keeping the rates
22 down as best we can, by fulfilling
23 your mission, the herculean mission
24 you have of over 3,000 miles of

1 these pipes. So I just throw that
2 out there.

3 MR. JEWEL: Yeah. So, a
4 couple of -- did I -- oh, there we
5 go. I think just a few items to
6 respond to. You know, I did ask the
7 Council Member's office for specific
8 information on the complaints here,
9 and I like -- I felt a little weird
10 starting with my testimony instead
11 of kind of turning around and being
12 -- and saying thank you to you for
13 coming here and helping us
14 understand your experiences.

15 My staff in the last two
16 weeks and two days have probably
17 heard me say, "We can do better," a
18 hundred times. And that's kind of
19 the philosophy that I am trying to
20 bring into my leadership in this
21 department. And I do that because,
22 like, it is -- it is a simple
23 concept. It is not -- we're not --
24 we don't have to move mountains to

1 do it. But it is -- it is a
2 commitment to being attentive to the
3 level of service we provide and
4 being intentional about trying to
5 deliver that in a better way.

6 And if we can continue to
7 do better every day, we will
8 eventually move a mountain.

9 Councilmember Driscoll, you and I
10 have talked a little bit about
11 communication issues. Councilmember
12 Lozada, you and I have also talked a
13 little bit about communication
14 issues. We recently stood up a new
15 system for liaising with Council
16 Members. I should say, I really do
17 want this partnership. I really
18 value the connection that you all
19 have to your districts and to your
20 community members, and the voice
21 that you bring to us on their
22 behalf.

23 And so, like, we are here
24 for the partnership. My public

1 relations team is here today. We
2 are here for it. I understand that
3 we set up a new communications
4 system specifically to deal with
5 Councilmember relations and
6 legislative issues that has had some
7 growing pains associated with it.
8 And we are, like, willing to take
9 the feedback and use it for
10 something to try to do a better job.
11 Communication is a lot of the
12 problems that exist all the time
13 everywhere, right?

14 We heard communication
15 issues from the residents here.
16 I've heard communication issues from
17 some of you. You know,
18 Councilmember Phillips, I have tried
19 to communicate with you as much as
20 possible, just to, like, close that
21 space a little bit so you realize
22 that there's a partnership. And so,
23 like, I just -- yes, I think -- and
24 the simple answer to your question

1 is, like, yes, we can analyze these
2 specific cases and provide feedback
3 to Councilmember Bass who left.

4 We believe if we break it,
5 we buy it. If our actions caused
6 harm, we should be responsible for
7 fixing the harm that was done. We
8 have legal boundaries that we work
9 with risk management on. Thank you,
10 Councilmember Young, for mentioning
11 them. But we are partners, and we
12 work together, and we communicate
13 regularly to try to bring services
14 to the -- to the residents of the
15 City of Philadelphia.

16 COUNCIL CHAIR YOUNG: Thank
17 you. Chair recognizes Councilmember
18 Phillips.

19 COUNCILMEMBER PHILLIPS:
20 Thank you, Chair. I thank you so
21 much, Commissioner, for joining us
22 today. I want to be on the record
23 by saying that I think that, you
24 know, now that you are officially

1 the Commissioner and no longer
2 Acting Commissioner, I think you
3 have the ability to not only prove
4 myself wrong but all of us wrong in
5 this room, in terms of what you can
6 do and how you can -- you know, what
7 the leadership and administration at
8 the Water Department can do to
9 deliver on customer service at a
10 better rate.

11 I just want to ask you a
12 few questions. Are there staffing
13 or budget constraints preventing
14 timely maintenance in neighborhoods?
15 Like, for example, when the neighbor
16 mentioned earlier today that, you
17 know, "We'll come back -- we'll get
18 back to you." That's a response that
19 I've heard a lot of times from the
20 Water Department with no timeline or
21 deadline. What's the constraint
22 when it comes to getting people
23 timely responses?

24 MR. JEWEL: So I think,

1 like -- probably like all city
2 departments and like all businesses
3 everywhere, right? There are budget
4 and staffing constraints. It really
5 kind of -- it depends on what the
6 specific service is, what those
7 constraints are. I do want to echo
8 that, like, I believe that we should
9 be good to our word. And so if
10 we're going to tell someone -- if
11 we're -- if we are setting an
12 expectation, we should be following
13 through with that.

14 And so I am -- as we dig
15 back into some of these cases, very
16 curious who said Thursday and who
17 didn't deliver Thursday, right?
18 Because we can -- we can manage
19 through that as a department. But
20 we do face staffing constraints.
21 Certain types of job functions
22 require specialized skills that are
23 only able to be delivered by very
24 specific civil service titles.

1 Difficulties in staffing a single
2 title can create a ripple effect
3 through services that we provide.

4 There are some that can be
5 supplemented with contract resources
6 and some that cannot. There are
7 obviously, like, specialized
8 vehicles and equipment that are
9 involved, and they need to be in
10 service and able to operate when we
11 need to utilize them. We are in
12 budget season right now. And so we
13 are having some of those
14 conversations about, like, what our
15 staffing levels are, what our
16 expectations for service -- the
17 services we provide is, and whether
18 we need to ask for more people.

19 Because in the end, like,
20 it's the connection that we make
21 with our community members that is a
22 big part of how they feel about us
23 in delivering our services. And I
24 heard Police Commissioner Bethel

1 give a speech last year where he
2 talked about, like, that you might
3 only get one chance for a resident
4 to experience your services, and if
5 you do a good job with that chance
6 they'll tell all their friends. And
7 if you do a bad job, they'll tell
8 all their friends. And so that's
9 the kind of mentality that we want
10 to bring into providing the services
11 that we do, which are essential to
12 the same.

13 COUNCILMEMBER PHILLIPS: I
14 think that's really important
15 because, you know, with Mayor
16 Parker's other administrative
17 appointments as well as all the
18 other departments, I've seen
19 improvements. It's not where it
20 needs to be, but I've seen light-
21 years' worth of improvements with
22 the exception of this department.
23 So hopefully going into this one and
24 as its leader, we can see tremendous

1 growth.

2 Because one of the growth
3 areas that I want to mention, before
4 I turn it back to the Chairman, is
5 that the expert did say that there's
6 a goal -- PWD's current replacement
7 goal of 32 miles per year is noble,
8 but still not adequate to renew the
9 system quickly enough to lower the
10 break rates that we're seeing. He's
11 saying that it should be approaching
12 40 miles of pipeline replaced each
13 year.

14 This is the first time that
15 I've heard this and read this. And
16 to me, I think that, you know, as a
17 leader of the department, you should
18 be championing whether or not we're
19 meeting our goals at a steady rate
20 when it comes to replacing these
21 pipelines that are causing damages
22 in people's homes. So what -- the
23 question I have is that: What are
24 you going to do to communicate and

1 be more public with how we're
2 meeting deadlines to replace pipes
3 in the city?

4 MR. JEWEL: So we are --
5 you know, we launched an initiative
6 to kind of take a step back and take
7 a hard look at our capital
8 improvement program in the
9 department probably six or eight
10 months ago. And it was to kind of
11 -- for a variety of reasons: one is
12 we're seeing the need for additional
13 investment. It's not just the water
14 distribution system that's aging.
15 All of our infrastructure is of a
16 certain age and requires investment.

17 And we wanted to make sure
18 that we were making the best
19 decisions about where to spend those
20 dollars that we were accountable to.
21 Metrics, goals, and service level
22 goals for each of the pieces of the
23 capital improvement program as we
24 move from, like, we've identified a

1 pipe that needs to be repaired to
2 we've done the inter-utility
3 coordination to understand what it
4 looks like underneath the street, to
5 we've designed the infrastructure
6 improvement solution and then bid
7 and contracted and then managed
8 through construction in the street.

9 And, you know, our
10 operating budget provides a lens for
11 us to kind of look at how we're
12 delivering those services. We
13 understand that, you know, capital
14 improvement is hard for people who
15 are living on a street where we're
16 doing work. And we want to be
17 present, we want to be accountable,
18 we want to make sure we are
19 respecting what they deserve from a
20 quality of life while we're doing
21 that work, and that we don't come
22 back again during their lifetime.

23 So we're in the process of
24 taking a look through kind of our

1 whole capital portfolio and ensuring
2 that we can be forward-looking,
3 thoughtful, accountable, making the
4 best investments, and measuring
5 success and delivering success.

6 COUNCILMEMBER PHILLIPS:

7 And that's pretty much my last
8 question. I just have to comment on
9 that. That's where the problem is,
10 right? Carlton Williams will come
11 in here and he'll say, "By June of
12 this year, we will have the
13 assessment completed." Or, you know,
14 Rich Lazer, he'll say, "By May, this
15 is going to be done," right?

16 With the Water Department,
17 I don't know what it is, what's
18 going on, why is it so complicated?
19 You all don't believe in deadlines.
20 Like, that's what I'm getting. I
21 don't get -- we don't get dates,
22 times. It's like, "We're working on
23 it." And I think for a resident, and
24 then for a City Councilmember who

1 has to listen to our residents, the
2 idea "We're working on it" is not
3 okay.

4 So if you want to build a
5 relationship with City Council, you
6 have to create your own timelines
7 and then come back to us and say,
8 "Here's our deadline. We will
9 guarantee that we're going to have a
10 certified answer or some sort of
11 progress report by this time." And I
12 think that is the lack -- that is
13 the communication breakdown, for
14 example.

15 And then the other part is
16 that even on Sylvester Street in our
17 district, we have a report that
18 there was a water main break repair.
19 And then the Water Department says
20 it's a Streets Department issue.
21 And so the problem becomes -- it's
22 like you're doing this soft handoff,
23 but how are -- the question I have
24 is, what's the protocol for

1 determining that soft handoff? And
2 then once you hand it off to another
3 department, isn't it still your
4 responsibility to make sure that
5 other department handles it?
6 Because we're all one city, right?

7 MR. JEWEL: I completely
8 agree. You know, the Water
9 Department and the Streets
10 Department work very closely and
11 intentionally together all day,
12 every day. Leadership from the two
13 departments, we meet regularly.
14 There are regular check-ins, both on
15 a highway district basis to ensure
16 that issues managed --are managed on
17 a somewhat more local level, and
18 then citywide with the Streets
19 Department, Water Department, and a
20 variety of different utilities.

21 There is a handoff of
22 responsibilities. So -- and I'm not
23 exactly sure what the Sylvester
24 Street issue is, but if there was

1 indeed a water main break on a PWD
2 water main, it is our responsibility
3 to find it, dig down on the main,
4 repair that main, and then we also
5 have a responsibility to backfill
6 and provide appropriate compaction,
7 cold patch that ditch, and then we
8 make a referral over to the Streets
9 Department.

10 Now that does not end our
11 responsibility. We own that ditch
12 for 45 days after we complete the
13 work. So if the issue that the
14 neighbors on Sylvester Street are
15 complaining about is a Water
16 Department excavation that has
17 settled, which is something we see
18 all over the city, with all kinds of
19 utilities and private contractors,
20 and it's as new as you are
21 suggesting, certainly the Water
22 Department should be going out there
23 and restoring that ditch back to a
24 safe level so that our residents can

1 drive their streets safely. And we
2 will look into it and find out
3 what's happening there. I will have
4 someone drive by and inspect the
5 location, and if it is ours to take
6 care of, we'll take care of it.

7 COUNCILMEMBER PHILLIPS: I
8 thank you so much, Chairman. I just
9 want to say, I think you just -- I
10 think you're going to have to get
11 out there with all of your -- and
12 model the leadership that you want
13 to see, because clearly there's a
14 disconnect, and I think it's just --
15 all of this needs to be modeled.
16 They just told -- what was that, 67,
17 Mike? Six -- he just showed me.
18 Sylvester -- I'll get you the
19 address.

20 MR. JEWEL: Thank you.
21 Appreciate it.

22 COUNCILMEMBER PHILLIPS:
23 Right, yeah, I just think, yeah,
24 it's a lot. I'll send the questions

1 formally, but thank you,

2 Councilwoman Lozada, for putting

3 this together.

4 COUNCIL CHAIR YOUNG: Thank

5 you, Councilmember. Just a quick

6 follow-up. You mentioned that the

7 Water Department owns that ditch for

8 45 days, essentially, right? Is it

9 45 days from when you guys start, or

10 is it for like -- because with the

11 Streets Department it takes more

12 than that 45 days to -- in order to

13 get the -- so who's responsible?

14 Like, that's what folks want to

15 know. Like you have 45 days. Does

16 the Streets Department timeline

17 start when your 45 days is up? Is

18 it concurrent? Like, how does that

19 -- how does that work?

20 MR. JEWEL: So our

21 responsibility, what we do is we

22 send to the Streets Department what

23 we call a highway permit. It is

24 through our work order management

1 system. Our system and the Streets
2 Department systems are connected
3 digitally. And our responsibility
4 for that excavation is 45 days from
5 when we submit that permit to the
6 Streets Department.

7 COUNCIL CHAIR YOUNG: Is
8 there data on how long it actually
9 takes to fill that hole in? Do we
10 have that information available to
11 us from the entire city? From when
12 there's a break, for example -- like
13 the break that happened in my
14 district on Friday. All right, we
15 know what happened. Is there -- is
16 there data that says, "All right, on
17 this date something happened; on
18 this date it was complete -- fully
19 complete from Streets and Water"?
20 Is that information available to
21 members of council?

22 MR. JEWEL: I can speak to
23 what's in our work management
24 system. I am not familiar with what

1 is in the Streets Department's
2 management system. So I can't tell
3 you precisely what kind of
4 information is available beyond
5 what's inside my department. The
6 9th and Montgomery, I think, was the
7 location of that large main break
8 that occurred on Friday.

9 COUNCIL CHAIR YOUNG: Yes.

10 MR. JEWEL: You know, and I
11 need to, like, thank our
12 distribution crews who mobilized
13 immediately and in two hours shut
14 down a break that discharged 4
15 million gallons --

16 COUNCIL CHAIR YOUNG: 4
17 million, not 2 million, yes. 4
18 million.

19 MR. JEWEL: -- of treated
20 water, but had the potential of 70
21 million gallons a day. They
22 responded and within two hours had
23 the shut on that -- on that
24 transmission main. That location

1 probably will be a little different
2 because of the size of the issue.

3 There are really kind of
4 two ways that we can go with
5 restoration. One is, we refer it
6 over to the Streets Department and
7 they take care of it. For large
8 jobs that are kind of, like, outside
9 what's normal, the Water Department
10 does maintain an emergency roadway
11 repair contract with one of our
12 construction contractors. And so
13 one of the evaluations we'll be
14 doing currently, and it might be
15 done already -- I'm not sure -- will
16 be: is this us or are we handing
17 this off to Streets?

18 And if it's us, then the
19 Water Department will contract for
20 street and footway restoration
21 directly. And, you know, we will be
22 accountable for all of those steps
23 from break until the roadways return
24 to the city in the condition they

1 expect it to be.

2 COUNCIL CHAIR YOUNG: Thank
3 you. Chair recognizes Councilmember
4 Lozada.

5 COUNCILMEMBER LOZADA:
6 Thank you, Mr. Chair. Forty-five
7 days for us, we own the Water
8 Department, right? If there's a
9 water main break, we're responsible
10 for that ditch 45 days and beyond,
11 right? We have to be responsible
12 for that water main break 45 days or
13 beyond because it's our -- it's us,
14 we are the owners of that street.
15 And so I think that we need to -- we
16 need to change how we think, right?

17 We recognize that our
18 infrastructure is old, right? We
19 know that we're having these cave-
20 ins and these water main breaks all
21 over. We need to take on -- we need
22 to understand that there's no --
23 there should be no timeframe of how
24 long we own that ditch. That is our

1 ditch. It's our ditch. It's not
2 New Jersey's ditch, Montgomery
3 County's ditch. It's our ditch.

4 So we need to -- we need to
5 change how we think about the issues
6 that we're causing in neighborhoods.
7 We heard Mr. Kunkel, in his
8 testimony, say -- refer to the
9 American Water Works Association
10 setting a guideline that there were
11 -- that -- of 15 breaks per 100
12 miles. And then he also referred to
13 a study, an additional study that
14 was done, that an average break rate
15 of water utilities across the U.S.
16 is 11 breaks per 100 miles.

17 And so if we have that
18 ditch that you referred to, that
19 water main break that you referred
20 to, how proactively are we looking
21 100 miles away to study and say
22 there's a possibility? Everything
23 -- all the studies are showing us
24 that 100 miles from here, there's a

1 potential break that can occur. Are
2 we doing that? Are we proactively
3 looking when we have these water
4 main breaks?

5 Are we looking 100 miles in
6 every direction to make sure that
7 those pipes are solid and that we
8 don't have to respond now before we
9 cause greater damage or that we
10 don't cause stress to the residents
11 in that neighborhood, considering
12 that we've just had a rate increase
13 in the city? Are we doing that at
14 all?

15 MR. JEWEL: So yeah, I
16 mean, what -- when Mr. Kunkel
17 described how we evaluate likelihood
18 of failure and consequence of
19 failure, that likelihood of failure
20 measure is based on kind of our
21 experience and the acute issues that
22 are impacting the City of
23 Philadelphia as it relates to not
24 just the kind he spoke of:

1 material, joint type, field
2 condition, but it also is, you know,
3 a living evaluation of what kinds of
4 failures we've seen in the field.
5 You know, we add to that maintenance
6 history that helps us understand and
7 reconsider and reevaluate, and have
8 what is our most accurate
9 understanding of where conditions
10 are going to be more likely that
11 there'll be a main. And we use that
12 to help reprioritize our planning
13 process.

14 The break at 9th and
15 Montgomery was a 30-inch cast iron
16 water main. For large main breaks,
17 we go a step further. We take the
18 mains to our materials laboratory,
19 and we do, like, a very thorough
20 material analysis. And we use that
21 to help understand, like, what was
22 the cause of failure? Were there
23 external factors? Were there
24 internal factors? And that can help

1 us with trying to kind of
2 reprioritize where we're making
3 those larger-scale investments on
4 those larger mains that can have a
5 more significant impact.

6 COUNCILMEMBER LOZADA: So
7 as you're doing that analyzing, are
8 you connecting with residents
9 proactively to say, "Hey, this is
10 the likelihood of your -- of your --
11 of your infrastructure. You know,
12 these are the possibilities. This
13 is how you can proactively protect
14 your pipes," right? You know, how
15 do you communicate proactively
16 before there's a water main break,
17 before we have to tell people that
18 there are broken laterals, right?

19 You have seniors here. And
20 so how do we protect those seniors
21 who have been living in their homes
22 for generations, right? Who are
23 thinking, I'm good, right? I've
24 lived in this home for 30, 40, 50

1 years, and I should be okay, not
2 realizing that underneath there's
3 deterioration, right? That's number
4 one. Number two, how are we
5 communicating with those
6 neighborhoods that have a high
7 number of developments occurring in
8 their communities or on their
9 blocks, and who are impacted as a
10 result of that new construction?

11 And are they, right? Is
12 that a real possibility, or is this
13 something that people are saying is
14 happening in their neighborhood and
15 it's really not? Like, if we are
16 hearing it enough, then we have to
17 start looking at the possibilities
18 of development impacting some of the
19 infrastructure in our older homes.

20 MR. JEWEL: Let me see if I
21 can try to -- so your first question
22 about --

23 COUNCILMEMBER LOZADA: I
24 want you to -- I want you to explain

1 it in a way that whoever is in the
2 neighborhood watching this, and some
3 of my seniors here, that they can
4 understand it, right? I don't want
5 us to be technical. I want us to
6 demystify it in a way that people
7 are going to be able to understand
8 it because this is something we hear
9 every day.

10 MR. JEWEL: Sure.

11 COUNCILMEMBER LOZADA: This
12 is not just -- this is not just one
13 or two of my constituents. This is
14 consistent complaints that we're
15 getting. And for somebody like
16 Councilmember Young and myself who
17 have had a high amount of new builds
18 in our community, we hear this -- we
19 hear this more often, and so
20 something has to -- there's got to
21 be some correlation.

22 MR. JEWEL: So, as it
23 relates to helping people understand
24 what their responsibilities are in

1 the field, what we're doing
2 proactively to try to address our
3 financial responsibilities, what
4 kind of tools we have available to
5 help people in the event that they
6 need them -- this is where my
7 employees roll their eyes at me
8 again. Like we -- I talk a lot
9 about trying to tell our story,
10 right? And making sure that people
11 understand, like, who we are, what
12 we do, why we're here, what we've
13 learned from operating and
14 maintaining a vast system of water
15 mains and sewers, and helping people
16 appreciate how they can prepare
17 themselves, how they can protect
18 themselves.

19 Because, like, the one
20 thing that's true of every plumbing
21 system is that at some point it's
22 going to need reinvestment. You
23 know, we spend two -- our capital
24 budget for water mains is \$200

1 million for FY26. I don't expect
2 anyone else to be spending that
3 money. But like, it is true that
4 when we replace a water main on a
5 street that was built in 1904, it's
6 most likely that the services and
7 the homes are that age also. And,
8 you know, we do replace water mains
9 and services to the curb stop, so,
10 like, we provide that to our
11 customers when we do that work.

12 But I think one thing that
13 people probably don't understand,
14 and one thing that's really hard to
15 plan for, are these very expensive
16 repairs that you don't need until
17 you need it. But once you need it,
18 you really do, right? Because it's
19 life-sustaining services that are
20 provided through these very two
21 small pipes. So, you know, as we
22 were preparing for this, I was kind
23 of talking to my public relations
24 staff about the kind of information

1 that we have available, that we've
2 already produced, you know, language
3 access as it relates to that.

4 You know, I -- the
5 partnerships that we have with all
6 of the Council Members and all of
7 the districts to try to reach into
8 the space where our residents are,
9 and help them understand. You know,
10 Laura Copeland behind me in public
11 relations was like, "Do you want to
12 bring the big picture of services
13 and laterals?" I didn't bring that
14 today, but we can bring that into
15 the community, and we can be there
16 to help people understand.

17 So you also asked about
18 development. And development is a
19 little harder for, like, me as a
20 water utility to try to attack, but
21 certainly is, like, something that
22 is impacting the City of
23 Philadelphia all over. And, you
24 know, we have a role in regulating

1 some development. We have to
2 approve connections to water mains.
3 We have to approve connections to
4 sewers. We go out and do
5 inspections for laterals when the
6 plumbers are there trenching to do
7 the work.

8 I believe, as Councilmember
9 Harrity said, that there's a lot of
10 work that's happening that isn't
11 happening through the proper
12 channels. And that's a really
13 difficult issue that probably
14 requires, like, a whole-of-
15 government kind of solution to be
16 working on. But you know,
17 development is a difficult thing in
18 all neighborhoods. And I think,
19 like, we're here to try to figure
20 out if we can play a role in helping
21 address and alleviate some of these
22 issues and concerns of these
23 neighbors.

24 And it -- I think as we

1 hear more about what their
2 experiences are, it will be easier
3 for us to understand kind of, like,
4 what our place is in providing that
5 assistance that can help, you know,
6 not just the 7th District, but all
7 the districts which are being
8 impacted by this.

9 COUNCILMEMBER LOZADA:

10 Respond to -- how do you respond to
11 some of the issues that we've heard
12 across the district, that the city
13 was here, there was a water main
14 break where there was a small hole.
15 The hole continued to grow. We've
16 called and called and called. The
17 city doesn't come. Now we have a
18 huge water main break. City comes
19 and replaces it, repairs it. A few
20 months later, you have another issue
21 in that same general area.

22 A few months pass -- and I
23 have a very specific situation like
24 that, and we will talk about it

1 later. But how do you respond to
2 some of those repeat incidents in
3 certain neighborhoods? Is it that
4 the repair is not being done
5 appropriately? Is it the
6 contractor? Is it us and our
7 failure to follow up and inspect the
8 work? How do we respond to that?

9 Because a lot of the issues
10 that I often hear about is the
11 contractor didn't show up. We heard
12 that earlier today, right? I've
13 been told that the contractor's
14 going to come back, and it's been
15 six to eight weeks and the
16 contractor has never shown up,
17 right? And now the dirt that was
18 thrown on top of it has now -- has
19 now kind of washed away and it's
20 causing more damage to my property.

21 MR. JEWEL: So, you know,
22 there's a lot of work happening in
23 the city all the time, every day, by
24 a lot of different people. And when

1 I -- the story about the excavation
2 spoils being put over top of a vent
3 pipe and causing a sewer blockage
4 that led to sewer in their -- we
5 call what we call water in cellar,
6 but sewage in their basement. You
7 know, like, I want to follow up -- I
8 want to pull that thread because I
9 need to understand if that
10 contractor was working for us,
11 because if they are, they're us.

12 And I don't view it any
13 other way. They are. And I have --
14 I just -- I want to be sure that the
15 services we are providing are being
16 delivered in a manner that we would
17 expect, whether it's my employees or
18 contract services. We've been
19 talking through a few issues in
20 budget this season, including some
21 work that we're going to be doing in
22 neighborhoods as it relates to lead
23 service line replacement.

24 We're piloting some

1 initiatives with some grant and
2 low-interest loans through PENNVEST,
3 some of which will be impacting the
4 7th District and some in Southwest
5 Philadelphia. And as we talk about
6 it, you know, I have -- I said this
7 yesterday, I said, when we have
8 contractors out in the field doing
9 work, we need to be present.

10 And Councilmember Lozada,
11 we talked about this in your office
12 a few weeks ago. We're not done
13 until that sidewalk block is poured
14 and the condition is returned to
15 what we would expect in front of our
16 own home. I know that there are
17 times when we deliver that level of
18 service, and there are times that we
19 do not. And we are working, I am
20 working, to set a different
21 expectation: that is, we will be
22 there, and we will ensure that those
23 people who are working as
24 contractors on our behalf are

1 delivering services to the level
2 that we expect them to. And
3 enforcing that through on-site
4 inspection with PWD personnel in
5 order to make sure that that's
6 happening.

7 COUNCILMEMBER LOZADA: How
8 many contractors are on the Water
9 Department list?

10 MR. JEWEL: Are we talking
11 plumbers or --

12 COUNCILMEMBER LOZADA: That
13 do work for you, right? That are
14 responsible for -- that the Water
15 Department says there's a cave-in at
16 this location or there's new
17 construction in this location or
18 whatever. How -- who do we send
19 out, right? If there's an issue and
20 we're responsible for it, how many
21 contractors can you choose from to
22 send out for a particular job?

23 MR. JEWEL: I will get you
24 a specific number after this

1 hearing, but we -- our estimate is
2 around 20. And those -- so just to
3 give you a little bit of an
4 understanding of the question that
5 I'm answering, in case you want to
6 reframe it or in case I'm
7 misunderstanding it. So we have
8 contracts with licensed private
9 plumbers, and they're administering
10 a couple programs for us.

11 The Homeowner Emergency
12 Loan Program, our HELP program,
13 which is the zero-interest loan that
14 we offer to residents who have
15 plumbing issues that are their
16 responsibility to repair. We
17 administer another program through a
18 different contract mechanism, but
19 it's very similar, where if we cause
20 the issue, we are contracting with
21 plumbers to repair and replace
22 private plumbing infrastructure. So
23 those -- the current estimate, which
24 we'll follow up with specific

1 details on for those two contracts,
2 is around 20.

3 COUNCILMEMBER LOZADA: And
4 of that list -- and of that list,
5 how many complaints have you gotten
6 from residents regarding the work
7 that was provided and how often, and
8 do you even assess that?

9 MR. JEWEL: I know that we
10 have gotten complaints at times. I
11 am -- I'm not able to quantify that
12 right now. We do hold those
13 plumbers accountable to the work
14 that they're doing, right? Like, we
15 are contracting with licensed master
16 plumbers who are governed by a
17 licensing board. And in the event
18 that the work that they do is not up
19 to satisfactory standards as we deem
20 ourselves, we require them to go out
21 and redo it at their cost, not at
22 ours.

23 COUNCILMEMBER LOZADA: I
24 think that's part of the work that

1 we need to do, right? Because if
2 we're hearing consistently you're
3 sending out a plumber or a
4 contractor, and we receive -- and it
5 can't just happen in the 7th, right?
6 I think I speak -- when I'm
7 speaking, I'm speaking across the
8 City of Philadelphia, you're sending
9 certain contractors out that are not
10 representing you as the Water
11 Department or us as the City of
12 Philadelphia.

13 You're not representing us
14 appropriately, right? If that
15 plumber or that contractor continues
16 to do work that's not up to par,
17 then we should not be using them.
18 And so if you're not assessing their
19 work, if you're not monitoring how
20 many complaints are coming in or how
21 many risk management complaints are
22 being put in as a result of the work
23 that this particular contractor is
24 doing, then shame on us, right?

1 We have to do better at
2 that. And while I recognize that
3 you are new to the position, I'd
4 like to hear from you, you know, in
5 your -- during your first few months
6 as commissioner, what are some of
7 the things you've put in place that
8 you know -- you've worked with the
9 Water Department before, right?
10 You're the new commissioner. But
11 you -- what are some of the things
12 that you know had to change
13 immediately or in the long run,
14 right?

15 What are you doing to make
16 your department more efficient, more
17 effective, more responsive, more
18 accountable? What -- if you -- in
19 your position that you're in now,
20 can you tell me five things that you
21 know that you've done or that you
22 need to do in order to be able to
23 respond to those things?

24 MR. JEWEL: So I think the

1 first thing is, like, I'm trying to
2 set a tone. And like, my background
3 is in operations. I have a decent
4 understanding of how things work in
5 this department. My background is
6 primarily sewer operations, so the
7 water side of the operation. I
8 learn every day how we do the work,
9 how we deliver the services, what
10 the impact is on the residents of
11 the City of Philadelphia. And
12 that's one of the things I value.

13 For me, it's like, if I'm
14 not growing, why are we here? So
15 some of the things that we've
16 identified, and some of that's been
17 through cooperation with the Council
18 Member's office, is this need to be
19 more present when we're contracting
20 work out to our plumbers. It's why
21 we're talking in budget about
22 whether we need to staff additional
23 people in order to do that.

24 We are in the process of

1 completing all of our internal PWD
2 budget hearings. We do those
3 through -- at the unit level. And
4 then we will be spending the month
5 of November reviewing those requests
6 and considering what's approved,
7 what's not, what kind of management
8 decisions we're going to make, and
9 how we're going to leverage those
10 requests in order to do a better
11 job.

12 I mentioned to
13 Councilmember Phillips that we're in
14 the process of a capital improvement
15 program review. We, in August, had
16 two employees retire on the same
17 day. Their combined experience was
18 83 years. We are in the process
19 right now of working to -- now that
20 I've been appointed, working to hire
21 a new deputy commissioner of
22 engineering. The thought of 83
23 years of experience walking out the
24 door is -- can be scary.

1 But, like, it's an
2 opportunity for us. There are
3 people in positions in this
4 department. There are people
5 outside this department that have
6 amazing experience, new
7 perspectives, new ways of thinking
8 about things, new ways of thinking
9 about how we deliver our services.
10 And so, you know, change is the only
11 thing that's always going to be
12 true, right?

13 And so, you know, as we
14 move forward with finding our new
15 deputy commissioner of engineering,
16 this capital improvement program
17 evaluation is really going to help
18 set the stage for them stepping into
19 a leadership position and trying to
20 transform what is a very complicated
21 program that involves a whole host
22 of design engineers and then a very
23 large staff of construction
24 engineers.

1 I think for our department
2 that there's room for us to do
3 better, to deliver those services,
4 to be present in the neighborhoods
5 at a higher level, to ensure that
6 we're being respectful and
7 responsive to the needs of residents
8 who might have mobility issues when
9 we're in the road doing construction
10 work, to the cleanliness of our work
11 sites so that dust is not an impact
12 in people's homes.

13 So I think, you know,
14 there's a lot there to make some
15 real incremental progress to do
16 better, but also set this department
17 up for -- I said to someone the
18 other day, we're going to make --
19 the goal is to make decisions in the
20 next two to three years that set us
21 up for success in the next 20 to 30
22 years.

23 And, you know, that's the
24 kind of timeline that we're looking

1 at for trying to make some real
2 change that is tangible and can be
3 felt right now, but also sets this
4 department up for a future of
5 success. Because this department
6 was here a long time before me. I
7 love how you say we all own this
8 department. I was thinking about it
9 as I came in here today. It was
10 like, I'm just a caretaker. It's
11 not mine.

12 And we take care of this
13 for the residents of Philadelphia.
14 Many people did it before us. Many
15 people will do it after us. And our
16 goal is to make it better and leave
17 it better when it's time to hand it
18 over to someone else.

19 COUNCILMEMBER LOZADA: I
20 appreciate your response. I just
21 think that -- you know, I agree with
22 Councilmember Phillips, right? We
23 need to be able to set goals for
24 ourselves, right? As city

1 departments, we need to do better at
2 oversight. We need to be able to
3 communicate better with our
4 ratepayers, especially if we're
5 considering or putting a rate
6 increase in place, right? We have
7 to do better at that. And if our
8 infrastructure is old and we have
9 neighborhoods where people have
10 generationally lived in for many,
11 many years, then we know that
12 they're also older.

13 And so we can't continue to
14 burden them and expect them to pay
15 more if we don't have anything in
16 place that allows us to be more
17 proactive -- or as proactive as we
18 should be, right? Because again,
19 you know, we get away with saying to
20 residents, we recommend that you
21 apply for this particular insurance
22 because it's going to help you pay
23 for a situation in the future. But
24 when you're representing one of the

1 poorest districts in the City of
2 Philadelphia, \$7, \$10, \$20 may not
3 be a big deal to you and I, but to
4 someone who lives on a fixed income
5 and counts every dollar that comes
6 into their home, it has a huge
7 impact.

8 And so I am hopeful that
9 the working group that Councilmember
10 Bass spoke of and referred to
11 earlier, that it actually happens
12 and that we figure out how are we
13 more responsive? How do we hold
14 ourselves accountable before we say
15 to residents of the City of
16 Philadelphia, "We need you to pay
17 more," right? We need you to pay
18 more. You have 20 contractors.
19 With the age of our infrastructure,
20 I don't know if 20 is enough, and
21 that may be a part of the problem,
22 right? I didn't even ask you about
23 the number of inspectors you have.

24 And so, do you have enough

1 inspectors? Do we have enough
2 contractors? You know, how do we do
3 better? I guess that's where I'm
4 getting at. Because I may not be
5 here tomorrow, but we can't continue
6 to receive multiple calls about
7 aging infrastructure and us putting
8 the blame on the resident because
9 they have a broken lateral --
10 because people have to park on their
11 sidewalk because we have done
12 everything we can to make streets
13 smaller. Whether it be because we
14 had to abide by handicap rules or
15 because we allowed for poles to be;
16 there are so many things that cause
17 people to have to park on sidewalks,
18 which is illegal, and they get
19 tickets.

20 And then the Streets
21 Department gets away with saying,
22 "Well, they shouldn't be parked on
23 the sidewalk," but they have to park
24 on the sidewalk in order for

1 emergency vehicles to come by,
2 right? There are all these reasons
3 that we create that cause some of
4 the damages that residents are
5 experiencing, right? And so I just
6 want us to be -- I want us to have a
7 little bit more common sense, right?
8 And I may be asking for a government
9 that has common sense, I may be
10 asking for too much, right? But I
11 also want us to be proactive.

12 And I also -- I want us to
13 start holding ourselves accountable
14 so that we can hold those who
15 represent us in the community
16 accountable so that we're not
17 causing additional trauma, burden,
18 and frustration to people that we
19 say we want to keep living in our
20 city. Thank you, Mr. Chair.

21 COUNCIL CHAIR YOUNG: Thank
22 you, Councilmember. Chair
23 recognizes Councilmember Harrity.

24 COUNCILMEMBER HARRITY:

1 Glad my colleague asked. She just
2 said inspectors. I'd like to know
3 how much you're budgeted for in
4 employees and how many actual
5 employees you have and how many are
6 short. Inspectors are just one part
7 of it. My street's one of those
8 streets that are collapsing. We've
9 had this conversation. I've put in
10 numerous things about it.

11 As a highway worker and
12 somebody who's worked in the trench,
13 we know that every time you dig it
14 up, you risk affecting not only the
15 place that you're digging up, but
16 down the line. Things happen when
17 you're out there on the job in that
18 hole. You know, a lot of times we
19 have to wrap a strap around that
20 pipe, pull it up a little bit, or
21 that loosens it, that cracks it,
22 that does other things. But we
23 don't know that because we're only
24 digging up this section.

1 What else happens is I come
2 down, I fix this young lady's
3 lateral, the laterals are right next
4 to each other. So while I'm fixing
5 her lateral, I undermined his
6 lateral. Now the next thing you
7 know, his lateral breaks. The
8 frustration is that I actually put a
9 bill in that would help with this,
10 where it gives us the thing to find
11 and go after these bad actor
12 contractors.

13 Because we know that most
14 of the time, the person who got the
15 work done, it's in their bill for a
16 permit. They just didn't pull it.
17 And that's why they pack it down a
18 little bit, throw a little asphalt
19 on top of it. But if Streets
20 Department doesn't come out and do
21 it the right way, we're going to
22 have the same thing happen. And
23 because that one is now being pushed
24 down, it's going to break the

1 laterals on either side of it.

2 So now you've got a bigger
3 problem going. And listen, I get
4 it. You -- you know, things have to
5 be done a certain way. And that's
6 when we did the bill, we actually
7 took you guys out, because I
8 understand about phases where you
9 put one phase in and then have to
10 come back a couple months later
11 after it settles and put the next
12 phase in, right? But that still
13 doesn't deal with the issues of the
14 fact that every time we dig up a
15 street for whatever reason it is, we
16 are causing just as much damage.

17 If we're not fixing the
18 whole block, you're just going to
19 come -- like, come to my street.
20 I'd love you to come out, check out
21 my street and see how many holes we
22 have going down the street, and come
23 outside my house and see how the
24 curb and the sidewalks are all --

1 messed up (CHECK)(curse word).

2 Oops, sorry. I did it again. My

3 apologies. But I get aggravated,

4 and I get frustrated because this is

5 the same conversation over and over

6 and over again.

7 And I feel this young

8 lady's thing. My poor neighbor had

9 the insurance, right? They broke

10 his lateral when they were fixing

11 something else. Insurance came out

12 first time and absolutely fixed it

13 right away. Problem is, they came

14 back out, parked on his dirt because

15 there was no concrete in there yet,

16 and snapped it again two days later.

17 Now he calls back for them to come

18 back out because he has the

19 insurance, and they tell him

20 basically pound sand, we fixed it

21 once.

22 On that note, he had a

23 private contractor come in, fix it,

24 right? Got the insurance again.

1 Two weeks later that lateral was
2 broken again, because again, they
3 hadn't come out and put the concrete
4 in that hole yet. This is all
5 avoidable stuff. As I said, you
6 know, we have a means to hold these
7 contractors accountable. A lot of
8 this stuff isn't you guys. A lot of
9 this stuff are these contractors
10 that are doing this stuff illegally
11 and hurting our residents.

12 And I just don't understand
13 why we're not enforcing it. And
14 part of it is because when we ask
15 the question of how much are you
16 budgeted for in employees and how
17 many employees you have, it never
18 matches up. The same thing. And I
19 get it, we're all having a hard time
20 finding people, but there are things
21 that we can do.

22 There are things that I
23 don't know why people aren't looking
24 to, for certain. We're short of

1 inspectors. Has anybody gone to the
2 Building Trades and asked for -- to
3 talk to some of their retirees who
4 may be looking for that job?

5 Because they may have retired from
6 their trade because they're not able
7 to completely do that trade. But
8 they could definitely be an
9 inspector, and come out and do it.

10 And then our problem is
11 solved. We have enough of these
12 inspectors. Because I get it, we
13 put the law in, but Montgomery
14 doesn't have enough employees to
15 enforce it. So what do we do then?
16 So now we got a law that could help
17 us with the situation, but we
18 ourselves have no employees to
19 actually go out and do it.

20 And it's just -- the circle
21 just keeps continuing. And then we
22 keep having this meeting, and we get
23 frustrated because we're hearing the
24 same answers over and over again.

1 It just may be a new face, but it's
2 the same answers.

3 MR. JEWEL: So, you know,
4 obviously my span of control is more
5 narrow than all of the contractors
6 working in the City of Philadelphia.
7 I can say that when we made the
8 decision to scale back on the
9 mileage of water mains that we were
10 going to be relaying, one of the
11 issues was our ability to staff
12 inspectors. It's one of the more
13 difficult positions in the city from
14 my seat, is construction projects
15 technician.

16 We have just struggled
17 mightily to try to staff that role,
18 and they're used all over. And so
19 as we were ramping up on mileage to
20 try to increase our investment, we
21 found that our construction unit was
22 starting to get overwhelmed by the
23 work. Now we've supplemented some
24 of that work with contract services.

1 But, you know, we would rather have
2 a civil service employee that is a
3 resident of the City of Philadelphia
4 that is working for this department
5 as a full-time employee providing
6 those services that we can, you
7 know, mentor, grow, keep in-house,
8 develop their career.

9 You know, there's an event
10 I'm excited about: the community
11 college for municipal employees, and
12 the potential for that to help
13 develop some pathways to employment
14 to help fill some of these really
15 difficult-to-staff positions,
16 because they're essential to
17 ensuring that the expectations that
18 are placed in our contract are
19 there.

20 COUNCILMEMBER HARRITY:
21 Same thing that we don't already
22 know about them being essential.
23 The fact of the matter is here, that
24 we keep passing stuff and we keep

1 doing stuff that's supposed to help,
2 but then they can't enforce it. All
3 right. So for instance, I first got
4 here in a special election. The
5 first thing I did was put \$10
6 million into the budget for hard-to-
7 hire positions: police, fire, and
8 building inspectors was one of them.

9 Police got theirs as far as
10 I know. But again, wasn't enough
11 money because we didn't take into
12 account for retention. When you
13 give somebody a bonus for signing up
14 to work, you also have to do
15 something for the employees that
16 have already been there. But my
17 frustration is -- here's my other
18 question then. How long from
19 application to interview for the
20 Water Company?

21 MR. JEWEL: I think it
22 depends on what the vacancies are.
23 And I think the civil service
24 process exists inside the Water

1 Department and inside the Office of
2 Human Resources. So there's some
3 sort of handoff that's happening
4 where residents are applying to be
5 qualified to be hired under a
6 specific title, right?

7 They're either testing by
8 demonstrating their knowledge,
9 skills, and experience, or they're
10 submitting an application that shows
11 their knowledge, skills, and
12 experience. They're being approved
13 to be eligible for a title. And
14 then all of the departments in the
15 city are saying, "I have a need.
16 There's a list of qualified
17 applicants out there that are able
18 to meet that need." And then we ask
19 for them and interview.

20 Once we get through an
21 interview process, if there's a
22 selection made, then there is
23 additional administrative work:
24 background checks, medical,

1 depending on the title. In order to
2 get someone in the door with their
3 literal boots on the ground, right?
4 Like being a contributor. Some of
5 the timelines can be very short,
6 some of them can be very long.

7 Some lists will have one
8 person on it, some lists will have a
9 hundred people on it. So, like, the
10 experience of any one individual who
11 wants to work for the city in a
12 specific title could be very
13 different from someone in another
14 title. But I think the kinds of
15 challenges that you're highlighting
16 are something that, like, all of the
17 departments in the city are
18 experiencing and, like --

19 COUNCILMEMBER HARRITY:

20 Yeah, we would accept that if it was
21 a specialized job and it took longer
22 to find somebody, but a lot of these
23 jobs that are sitting vacant are not
24 -- I don't know, I get it, civil

1 service and we got to abide by what
2 we got to do, but maybe we think we
3 need to start looking at waivers to
4 get employees.

5 The fact of the matter is
6 that we need employees. We can't
7 run a city without people to do that
8 job. That's why I'd like you to
9 give me a list of all the jobs
10 you're short with your budget or
11 whatever it is.

12 MR. JEWEL: Absolutely.

13 COUNCILMEMBER HARRITY: I'd
14 also like for you to let me know how
15 long it takes from application to
16 actual call, to an interview. If
17 that means they have to take the
18 civil service test in between there,
19 what's the timeframe from
20 application to taking the civil
21 service test, to being offered a
22 job, to start the job. Thank you.

23 MR. JEWEL: We will provide
24 you with the information that you've

1 asked that is Water Department
2 specific, and are happy to work with
3 the Office of Human Resources and
4 CAO to provide the additional
5 information as well.

6 COUNCIL CHAIR YOUNG: Chair
7 recognizes Councilmember Lozada.

8 COUNCILMEMBER LOZADA: In
9 addition to that, can you just tell
10 us what the actual number of
11 vacancies are in the Water
12 Department? Can you tell us now or
13 do you need to come back to us? And
14 then if you can tell me now the
15 number of vacancies, that'd be
16 great. I'll take that. But then
17 when you submit the report, if you
18 can break it down by position,
19 right? Tell us what some of the
20 challenges are.

21 MR. JEWEL: Great.

22 COUNCILMEMBER LOZADA: You
23 know, I don't know. The Madam
24 Mayor, you know, has done a lot of

1 work around breaking down some of
2 the barriers around our workforce,
3 right? And so has there been a
4 conversation for some of these hard-
5 to-fill positions? And is it
6 because there are barriers that we
7 can respond to and change now,
8 right? Is that a conversation we
9 can have?

10 And so if you can tell me
11 the number of vacancies now, great.
12 And then later on, if you can share
13 with us what those positions are and
14 what the requirements are, and then
15 what you foresee some of the
16 challenges are around filling them.

17 MR. JEWEL: So if I can
18 ballpark you, we're -- we have about
19 a little more than 2,200 employees
20 actively employed and around 2,600
21 approved positions. So the delta's
22 three to four hundred. And I am
23 happy to break it down by the job
24 skills and job titles. When I

1 interviewed with the Mayor for this
2 role, one of the things we talked
3 about while we were sitting there
4 was the struggle we have getting
5 electricians in order to do work in
6 the city.

7 You know, we have a really
8 difficult time hiring electricians,
9 and industrial electricians in
10 particular. And so, you know, I
11 think there's value in having this
12 conversation. I'm happy to share
13 the data that you've asked for.

14 COUNCILMEMBER HARRITY: So
15 again, have you a follow-up
16 question. I'm sorry. Again, have
17 you gone to Local 98 and said you
18 got a bunch of retirees, any of them
19 looking to come and do this? I'm
20 telling you, you'll find people, and
21 they're already trained. They
22 already have their journeyman book.
23 Most of them are master electricians
24 and stuff like that.

1 That's what I'm just not
2 getting it because I know my guys in
3 the trades, you know, something like
4 that where somebody's got their
5 time, but they're not ready to
6 retire yet. Moving over to that
7 side is a step up where they can
8 actually get a few more years in
9 because they're not ready yet, but
10 their body may not be able to do
11 that complete work.

12 I just don't know why we're
13 not looking out of the box, why
14 we're not calling these unions and
15 saying, "Hey, who do you got on the
16 bench?" First of all, we got people
17 in the unions that are out of work.
18 So it's not like, you know --

19 MR. JEWEL: I really
20 appreciate the suggestion. I would
21 -- when we meet on your block and
22 walk and talk, we'll be open to
23 hearing some more of your ideas.
24 The Mayor did discuss reaching out

1 to the electrical workers union when
2 we met. So I think those ideas are
3 there, you know, it's the next
4 steps, the actions that need to
5 follow. And we're --

6 COUNCILMEMBER HARRITY:

7 It's not the first time I brought it
8 up.

9 MR. JEWEL: We're here for
10 it.

11 COUNCIL CHAIR YOUNG: Thank
12 you. Just to note, if you're
13 looking for folks, this week there's
14 going to be 10,000 Hispanic
15 engineers in the city for a
16 convention looking for jobs, right?
17 So I think someone should go over to
18 the convention center, right?
19 There's 10,000 Hispanic engineers.
20 We can find someone who can come
21 work in the City of Philadelphia,
22 I'm sure.

23 And just to put on the
24 record, I have just a question. We

1 don't have to answer it now. I just
2 want to follow up with you. Are
3 there any requirements for pipe
4 replacement when there is a
5 multifamily dwelling built on lots
6 that were formerly single-family
7 lots? Because that -- I think
8 that's an issue that this woman
9 brought up today, is that our
10 infrastructure typically wasn't
11 designed to handle that type of
12 density in certain places.

13 And so what are the
14 requirements on developers when the
15 lots were formerly single-family but
16 now have 200 units on it? So just
17 as a question to follow up with
18 later on.

19 MR. JEWEL: Okay.

20 COUNCIL CHAIR YOUNG: But
21 with that, are there any other
22 questions of this witness? Seeing
23 none. Thank you so much. Thank
24 you, everyone, for coming down to

1 testify today. This concludes the
2 joint hearing on this committee on
3 Streets and Services and
4 Transportation and Public Utilities.

5 I would like to thank all
6 of the witnesses for joining us
7 today. This hearing will be
8 recessed to the call of the chairs.
9 This concludes the business before
10 the joint committee today. And
11 again, thank you so much for your
12 attendance.

13 (Joint Committees on Streets & Services and Transportation
14 & Public Utility hearing concluded at 1:10 p.m.)

15
16
17
18
19
20
21
22
23
24

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24

C E R T I F I C A T I O N

I hereby certify that the proceedings and
evidence are contained fully and accurately in the
notes taken by me of the above case, and this copy is a
correct transcript of the same.

Samanda J. Rios

Samanda J. Rios
Court Reporter
Notary Public of PA & DE

(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.)

	\$7	100-year	1893	75:9	24-hour
\$	158:2	77:6	48:16,	76:19	94:11
\$1	\$8,000	11	18	77:2	24/7
25:15	35:10	75:7	1902	79:9	63:1
30:2,3	\$900	133:16	79:11	148:2	25
\$1,200	60:18	1100	1904	149:2	58:2
33:24	64:9	83:8	140:5	155:21	64:5
\$1,500		11:00	19122	158:18,	25,000
35:1,2,	-	68:10	50:15	20	86:12
5,6	--are	120	1917	20,000	250160
\$10	125:16	81:11	25:14	86:11	3:23
158:2		1200	30:2	200	4:4
169:5	1	27:24	1919	72:7	93:1
\$20	1	13	24:2	73:14	25th
6:14	77:4	54:7	33:5	2000	68:20
158:2	89:18	13th	1923	101:15	26
\$20,000	102:19	68:21	75:5	2013	77:12
25:23	1,000	14936180	1925	87:5	26th
38:19	74:18	24:14	79:11	2015	54:22
47:2	1,124	15	1950s	87:5	68:19
\$200	83:6	56:12,	80:15	2024	270
139:24	1,300	16	1960s	75:14	93:22
\$28,000	74:20	64:23	75:19	77:12	280
35:9	10	75:2	89:14	82:24	94:7
\$30,000	56:10,	133:11		2025	28th
47:1	12 66:6	150	2	25:3	25:3
\$300	84:11	76:23	2	48:18	2900
25:12	93:16	161.7	34:21	100:21	45:5
\$38,000	100	82:24	130:17	2026	
27:4	32:2,3	1612	2,200	77:9	3
\$4,000	33:7	50:13	174:19	22	3
25:13	75:1,3,	16605938	2,600	24:5,21	80:9
\$50,000	7 77:1	24:14	174:20	33:2	3,000
25:21	98:12,	16666965	2-	22.5	76:21
\$676	16	24:14	million	75:13	111:24
60:3	133:11,	189	7:18	23	3,057
\$68	16,21,	28:1	20	37:15	93:15
28:2	24		32:24		
	134:5				

3,729 93:22	35 90:19	5:00 57:21	54:5	167:11	Acting 116:2
30 49:6	35-year 71:8	61:3	55:20	absolute	action 96:9
77:7		5th 98:13	83 153:18,	ly 24:24	actions 115:5
89:19			22	33:16	active 71:19
90:7,14	4		84 61:12	108:24	74:1
136:24	4	6	85 78:23	164:12	actively 44:21
155:21	130:14,	60 53:10	8:30 57:21	172:12	174:20
30-inch 135:15	16,17	600 74:17	8th 54:21	accelera	activiti
30-mile 90:8,11	40 78:1	67 127:16		te 88:14	es 88:14
300 48:23	86:23			accept 171:20	actor 162:11
94:14	90:19		9	access 141:3	actors 12:8
3000- mile 89:17	120:12	7 4:10	90 83:4,8,	account 96:18	actual 161:4
30th 50:3,16	136:24	93:23	19	169:12	172:16
311 15:10	42 99:23	70 130:20	98 175:17	accounta	173:10
24:12,	45 100:1,	75 101:8,	9:00 68:14	ble 7:1	acute 134:21
24	20	13	9th 7:14	42:3	add 135:5
32:1,6	126:12	7th 3:13	47:15	121:20	addict 29:1
33:5	128:8,	5:8	130:6	122:17	addicts 28:24
32 50:23	15,17	6:3,12	135:14	123:3	addition 79:18
53:18	129:4	73:5		131:22	82:11
77:11	132:10,	92:22		149:13	173:9
90:15	12	93:7,	A	151:18	addition al
102:13,	4th 24:3	17,24	abandone	158:14	6:8
14	33:5	143:6	d 61:21	160:13,	
120:7	47:14	146:4	abide 159:14	16	
328 93:15		150:5	ability 172:1	165:7	
3338 14:23	5			accurate 102:13	
	50 53:10	8		135:8	
	77:1	82 53:7		achieved 90:11	
	136:24			act 40:24	

80:16	administ	aging	analysis	110:3	approved
82:8	ration	73:18	76:1	applican	35:4
107:13	85:18	75:20	77:22	ts	153:6
121:12	95:1	109:24	135:20	170:17	170:12
133:13	97:5	121:14	analyze	applicat	174:21
152:22	116:7	159:7	115:1	ion	approxim
160:17	administ	agree	analyzin	169:19	ately
170:23	rative	125:8	g	170:10	72:7
173:4	85:21	156:21	74:13	172:15,	93:16,
Addition	119:16	Ahmad	136:7	20	23
ally	170:23	2:13	annual	apply	94:7, 14
84:14	admirabl	air	74:24	157:21	100:14
97:10	y	17:4	82:20	applying	area
address	88:1	alive	83:17	170:4	81:12
22:19	admitted	17:13	answerin	appointe	143:21
98:22	17:9	alleviat	g	d	areas
99:8, 13	affected	e	148:5	91:20,	81:9, 14
127:19	25:9	142:21	answers	24	120:3
139:2	30:24	allowed	7:24	92:10	arguably
142:21	37:19	24:9	166:24	153:20	87:23
addresse	98:17	26:10	167:2	appointm	arrangem
d	affectin	29:17	Anthony	ent	ents
46:21	g	34:7	8:2	68:13	105:16
addressi	161:14	159:15	apartmen	appointm	arteries
ng	afford	alluded	ts	ents	80:6
84:7	6:8	102:7	48:23	119:17	articula
adequate	34:1	amazing	apathy	approach	te
77:3	35:16	154:6	10:6	7:2	75:24
120:8	age	ambulanc	apologie	81:24	asphalt
adjuster	88:6	e	s	approach	11:19
53:16	121:16	43:24	164:3	ing	13:2
66:19	140:7	American	apologiz	120:11	162:18
administ	158:19	71:20	e	appropri	assess
er	agencies	97:14	28:6	ately	149:8
148:17	9:21, 22	133:9	appears	144:5	assessin
administ	aggravat	amount	83:10	150:14	g
ering	ed	37:24	appellat	approve	96:8
148:9	164:3	95:19	e	142:2, 3	150:18
		138:17			

assessme nt 123:13	audacity 35:18	22 64:3 66:12	17,18 167:8	38:16 50:5,6,	44:15, 16
asset 111:8	audit 72:2,4 82:20, 21,24	67:9 69:12 70:2	173:13 backfill 126:5	18,19, 24 51:20	115:3 158:10
assign 76:5	audits 72:6	B	backgrou nd 71:2	53:6,8, 15 54:6 55:18, 19	bathroom 58:3
assist 85:11 86:1,20 94:20 97:12	August 54:22 153:15	babies 36:6	152:2,5 170:24	56:13 59:18, 23	bear 72:23
assistan ce 71:16 97:3 143:5	authoriz ing 4:4	baby 34:24	bad 10:16 12:8 61:4,8 119:7 162:11	60:1, 16,22 61:2,6, 7 65:9 70:5 145:6	bearing 96:24
assisted 72:9	average 74:24 75:6 78:24 79:10 83:2 89:7,16 133:14	back 15:10 19:10 23:15 24:4,11 32:24 39:2,6, 7,13 44:1 45:18 52:24 54:15, 16,19, 20 55:15 66:6 80:15 105:1 116:17, 18 117:15 120:4 121:6 122:22 124:7 126:23 144:14 163:10 164:14,	balance 101:23 ballpark 174:18 bang 109:7 111:16 bare 90:9 barriers 174:2,6 based 97:9 134:20 basement 19:12, 14 22:14 23:3,14 32:18 33:14 34:16 35:10	basicall y 45:16 82:2 99:4,5 164:20 Basin 82:19 basis 6:6 41:6 46:11 63:21 76:5 89:16 125:15 Bass 2:13, 14,15 20:16, 17 21:7,11	beautifu l 33:1,18 began 74:6 begin 4:15 14:11 15:2,6, 7 18:6 23:22 49:18 70:21 92:6 behalf 20:21 113:22 146:24 bench 176:16 benefici al 26:2 Benjamin 91:14 92:9 93:2 Bethel 118:24

bid	bills	176:10	98:17	82:12	buck
100:1,	25:4	bond	115:4	90:2,5,	109:8
4,5	26:4	107:17	120:10	6 93:7	111:17
101:3	43:22	bonus	124:18	96:4	budget
102:15	106:13	169:13	126:1	97:17	77:9
122:6	bit	book	129:12,	98:12	102:24
bidding	99:11	175:22	13	99:9	108:5
100:23	113:10,	books	130:7,	132:20	116:13
bids	13	12:8	14	133:11,	117:3
100:16	114:21	14:9	131:23	16	118:12
big	148:3	boots	132:9,	134:4	122:10
13:13	160:7	171:3	12	135:16	139:24
17:19	161:20	boss	133:14,	162:7	145:20
21:21	162:18	56:24	19	breast	152:21
28:16	blame	57:3	134:1	20:5,6	153:2
35:19,	159:8	67:14,	135:14	bring	169:6
21	block	19	136:16	19:2	172:10
38:15	6:18	bottom	143:14,	42:19	budgeted
58:1	14:1	63:22	18	112:20	161:3
62:18	45:5,24	bought	162:24	113:21	165:16
110:15	146:13	51:6	173:18	115:13	budgets
118:22	163:18	54:10	174:23	119:10	102:11
141:12	176:21	59:19	breakdow	141:12,	build
158:3	blockage	64:11,	n	13,14	13:16
bigger	145:3	14	124:13	bringing	124:4
163:2	blocks	boundari	breakfas	8:7	building
bill	7:16	es	t	broke	48:22
12:13	80:2	105:2	57:19	164:9	166:2
25:23	137:9	115:8	breaking	broken	169:8
28:1,2	blue	box	174:1	18:16	building
35:21	33:15	176:13	breaks	33:3	s
38:16	38:16	break	4:9	136:18	80:3
47:1,2	board	7:17	6:17	159:9	builds
162:9,	64:20	32:23	73:4,20	165:2	138:17
15	149:17	74:23	74:3,7,	Brooks	built
163:6	boat	75:7,9,	18,20,	2:18	5:21
billions	70:4	13	24	brought	34:8
-of-	body	77:15	75:3,7,	18:13	140:5
dollar	108:4	81:16	10	60:16,	bunch
107:12			81:21	17	

34:13	9 34:21	153:14	68:12	96:3,11	7 14:12
175:18	37:17	154:16	70:2	132:19	15:1,5
burden	51:1	car	80:4	cave-in	17:20
22:10	54:2	14:4	148:5,6	16:4	18:3
107:13	61:3	68:9,	cases	96:14	20:12,
108:14	64:4	11,15,	46:12	147:15	15
157:14	68:19,	17	80:18	cave-ins	21:6,8
160:17	20	69:2,5,	110:9	5:10,23	23:19
business	74:22	6	115:2	93:6	31:19
es	143:16	care	117:15	97:17	36:12,
92:21	calling	10:6	cast	caved	13
117:2	56:15	19:5,6,	135:15	24:6	40:4,6,
buy	67:11	16,17,	castles	26:19,	9 43:1,
70:4	86:13	18,22,	33:19	22	4
115:5	176:14	24 20:8	categori	47:15	44:13,
	calls	28:8	ze	cellar	14
c	53:10	57:10	79:22	145:5	47:10
call	111:4	127:6	caused	cement	49:14,
2:11	159:6	131:7	21:18	18:13	23 50:8
5:10	164:17	156:12	33:14	19:8	58:10
12:3	camera	career	48:11	57:6	63:3,8,
14:16	69:4	168:8	81:16	59:19	13,24
16:11,	cancer	caretake	96:15	center	66:20
22 32:7	20:6	r	115:5	79:15	69:8,17
33:15	CAO	156:10	causing	94:21	70:7,
53:8	173:4	Carlton	6:1	centered	13,18
68:24	capacity	123:10	35:24	33:17	71:21
70:9	80:16,	cars	120:21	century	72:12
91:11	21	11:24	133:6	88:3	88:16
94:21	81:3,4	15:13	144:20	certifie	90:21
128:23	82:9	25:20	145:3	d	91:5,17
145:5	110:2	68:8	160:17	124:10	98:5
172:16	capital	case	163:16	chair	100:3,
called	95:6,8	15:17,	caution	2:2 3:7	10,15
3:17	107:16	20,22	106:21	4:14,	103:4
15:9,	121:7,	16:6	cave	18,22	105:21
10,16	23	17:23	48:8	7:10,11	106:3
24:12	122:13	58:3,4	cave-	8:1,4	108:2
26:19	123:1	60:11	6:17	11:1,4,	109:1,
32:1,6,	139:23	64:16			20
					115:16,
					17,20

128:4	33:3	citizens	80:2,10	17	91:13
129:7	107:19	43:16	84:9	172:7	climbed
130:9,	132:16	city	88:22	175:6	25:16
16	133:5	5:4	89:3,9,	city's	clock
132:2,	151:12	6:14	12	66:23	52:11
3,6	154:10	7:1,4,	93:11	citywide	clogged
160:20,	156:2	6,21,23	95:20	125:18	19:20
21,22	174:7	9:13,	103:17	civil	close
173:6	changeov	20,22	104:3,	71:3	80:11,
chairman	er	10:17	8,13	117:24	12
20:18	87:6	12:17	106:4,	168:2	114:20
21:1	channels	20:21,	18	169:23	closed
23:18	142:12	24	108:14,	171:24	15:18,
44:18	charge	21:19	16,22	172:18,	21
46:4	27:3	22:9	109:24	20	closely
47:9	60:3,4	23:10	115:15	claims	74:6
120:4	check	24:8,24	117:1	67:2	125:10
127:8	33:5	25:7	121:3	clean	clothes
challeng	35:1,20	26:1,2,	123:24	17:7	61:16
e	47:21	9	124:5	19:14	clothing
86:10	51:22	27:14,	125:6	20:7	57:6
88:8	52:4	15,17	126:18	32:9,13	co-
challeng	163:20	28:19	129:11	111:14	author
ed	check-	29:16	131:24	cleaned	72:1
82:3	ins	30:15,	134:13,	20:2	coat
87:22	125:14	17	22	28:23	10:14
challeng	checked	33:21	141:22	cleaning	cohort
es	69:4	34:7	143:12,	28:20	79:2,8
171:15	checks	35:22	17,18	94:16	cohorts
173:20	170:24	40:16	144:23	cleanlin	78:6
174:16	choose	41:15	150:8,	ess	cold
chambers	24:18	42:12	11	155:10	64:10
8:8	147:21	47:7	152:11	CLERK	74:19
champion	circle	60:4	156:24	2:12,	126:7
ing	166:20	63:16,	158:1,	17,21	collapse
120:18	cities	19	15	3:1,5	45:17
chance	103:13,	65:10	160:20	4:3	46:2
119:3,5	19	67:2,8	167:6,	14:18	
change		74:16	13	70:11	
		78:15	168:3		
		79:1	170:15		
			171:11,		

collapsi ng	115:21 116:1, 2 118:24	136:15 157:3	complain ing	complica ted	conduct
13:6	151:6,	communic	24:16	110:1	85:15
161:8	10	ating	34:11	123:18	conducte d
colleagu e	153:21	137:5	126:15	154:20	72:6
21:23	154:15	communic	complain ts	concept	88:1
161:1	commitme nt	ation	6:6	112:23	confront ing
colleagu es	97:21	59:4	24:11	concern	86:4
109:18	113:2	113:11,	26:16	7:20	congratu late
collecti on	committe e	13	34:19	concerns	91:24
93:20	2:6, 7	114:11,	88:11	41:1	92:5
105:6	3:16,	14, 16	112:8	73:3	connect
college	19, 20	124:13	138:14	142:22	7:5
168:11	4:5, 6,	communic	149:5,	concise	41:8
Colorado	16 11:3	ations	10	37:11	66:24
50:14	14:14	114:3	150:20,	conclude	78:11
combined	40:18	communit	21	87:21	concrete
153:17	59:13	ies	complete	11:21	connecte d
command	71:22	102:4	129:18,	13:1	67:6
111:10	88:20	105:15	19	22:1	129:2
comment	92:15,	137:8	176:11	164:15	connecti ng
123:8	18	communit y	complete d	165:3	84:2
comments	109:20	5:12	42:4	concurre nt	136:8
72:11	110:6	30:24	71:10	128:18	connecti on
Commissi on	common	106:11	123:13	conditio n	83:1
82:19	111:21	113:20	complete ly	23:15	95:24
commissi oner	160:7, 9	118:21	80:2	47:5	104:17
91:15,	Commonwe alth	138:18	125:7	88:6	105:11
20	71:1	141:15	166:7	131:24	113:18
92:1, 11	communic ate	160:15	completi ng	135:2	118:20
93:3	42:8	168:10	45:13	146:14	connecti ons
109:23	110:21	compacti on	153:1	conditio ns	142:2, 3
110:2	114:19	company	complex	36:5	connects
	115:12	54:8	72:22	135:9	104:16
	120:24	169:20			

consequence 76:3, 11 134:18	constructed 73:9 80:9	continuing 166:21	42:2 126:19 131:12	conveyance 94:10	cost-effective 80:24
considerable 81:17 89:14	construction 30:18 32:14 73:24 82:9 95:10 122:8 131:12 137:10 147:17 154:23 155:9 167:14, 21	contract 118:5 131:11, 19 145:18 148:18 167:24 168:18	146:8, 24 147:8, 21 150:9 158:18 159:2 162:12 165:7, 9 167:5	cooperation 152:17	costly 81:24
considered 78:3 86:9		contracted 100:6, 7 101:3 122:7		cooperatively 97:23	costs 82:8 101:13, 15 102:23 107:16, 18
consistent 94:6, 14		contracting 100:24 148:20 149:15 152:19	contracts 148:8 149:1	Coordination 122:3	council 2:2 3:7 4:14 5:8 6:3, 12 7:11 8:7, 19 11:1 14:12 15:1, 5 17:20 18:3 20:12 21:6, 8 23:19 31:19 36:12 40:4, 19 43:1, 4 44:13 47:10 49:14, 23 50:8 58:10 63:3, 8, 13, 17, 24 66:20
consistently 150:2	consultant 71:12	contractor 82:9 144:6, 11, 16 145:10 150:4, 15, 23 164:23	contributor 171:4	Copeland 141:10	
constantly 103:17	contact 41:5		control 71:6 88:3 94:5, 13 167:4	corner 55:12 56:7 68:16	
constituents 22:22 41:4 42:9 46:21 138:13	continue 41:7 72:23 85:23 99:19 101:4 102:2 113:6 157:13 159:5	contractors 144:13	controlling 72:10	Correct 106:2	
constraint 116:21			conversation 5:3 6:22 8:10, 12 161:9 164:5 174:4, 8 175:12	correlation 138:21	
constraints 116:13 117:4, 7, 20	continued 143:15 continue 150:15		conversations 118:14	corrosion 73:23 cost 60:18 81:2 96:22 101:9, 10 106:23 107:22, 23 108:6 149:21	

Committee on Streets & Services and Transportation & Public Utilities 10
10/28/2025

69:8, 17	18, 19,	132:3, 5	103:19	130:12	116:9
70:7,	21, 23	136:6	counts	critical	customer
13, 18	3:1, 2,	137:23	158:5	87:16	s
72:12,	3, 5, 6,	138:11,	County's	96:7	84:23
16	12	16	133:3	102:1	85:6, 11
88:16	4:19, 21	142:8	couple	crunchin	109:4
90:21	7:13	143:9	8:11	g	140:11
91:5, 17	8:2, 3	146:10	54:18	107:9	cut
98:5, 13	11:2, 4,	147:7,	64:18	curb	37:16
100:3,	6 14:13	12	87:4	83:24	38:2, 4
10, 15	20:16,	149:3,	105:16	84:3	58:15
103:4	17	23	112:4	104:18	cutting
105:21	21:7, 11	153:13	148:10	105:7	52:14
106:3, 4	23:20	156:19,	163:10	108:12	
108:2	36:13,	22	cover	140:9	D
109:1	15 37:1	158:9	35:15	163:24	dad
112:7	38:5,	160:22,	43:12	cured	61:4
113:15	12, 21	23, 24	covered	110:11	63:2
115:16	39:3, 8,	168:20	19:4	curious	daily
124:5	16	171:19	43:11	117:16	63:20
128:4	40:5, 6,	172:13	crack	current	damage
129:7,	8	173:7,	12:24	88:22	6:2
21	44:14,	8, 22	60:22	89:4, 5	21:18
130:9,	16	175:14	cracked	102:12	22:13
16	47:11	councilor	18:12	120:6	47:3
132:2	92:13,	58:20	60:24	148:23	81:17
141:6	16, 19	Councilwoman	cracks	custody	134:9
152:17	109:21,	8:6	161:21	106:14	144:20
160:21	22	44:20	crazy	customer	163:16
173:6	113:9,	128:2	61:15	58:13	damages
Councilmanic	18	counterparts	create	59:2	120:21
73:5	115:3,	109:10	47:4	73:21	160:4
92:22	10, 17,	country	118:2	83:14,	damaging
93:17,	19	74:11	124:6	20	34:5
24	119:13	75:6	160:3	84:12	dare
Councilmember	123:6,	86:4	creator	85:4	27:3, 14
2:12,	24	87:24	72:1	86:1	data
13, 14,	127:7,		crews	94:23	74:11
15, 17,	22		87:10	97:10	77:8
	128:5			103:8	

83:5	day-to-	December	154:9	19,24	106:23
95:10	day	15:15	155:3	11:9	107:14
98:7	41:4	decent	delivere	16:1	108:21,
129:8,	days	39:21	d	21:4	23
16	9:6	152:3	117:23	22:18	109:2
175:13	26:19,	decision	145:16	34:21	110:4,
date	21	95:13	deliveri	37:5,7,	15
82:4	33:12	106:20	ng	10,17	111:9,
129:17,	47:13	167:8	118:23	38:7	11
18	53:7,	decision	122:12	39:11	112:21
dates	17,24	s	123:5	45:11	116:8,
75:18	54:5,7	121:19	147:1	46:9,15	20
80:15	55:20	153:8	delivery	49:12	117:19
123:21	112:16	155:19	80:12,	51:1,2,	119:22
dawned	126:12	Decommis	13	8	120:17
44:22	128:8,	sioning	delta's	52:14,	121:9
day	9,12,	80:23	174:21	24 53:9	123:16
9:8	15,17	deem	demand	54:1	124:19,
19:19	129:4	149:19	27:21,	56:2,17	20
24:16	132:7,	deep	22	57:2	125:3,
41:17	10,12	22:2,3	demandin	58:6,14	5,9,10,
50:16	164:16	51:5	g	59:6	19
53:9,17	deadline	defect	27:23,	61:22	126:9,
54:4	39:18	96:20	24	64:21	16,22
57:20	116:21	defected	demarcat	65:1,6	128:7,
60:9	124:8	25:23	ion	66:1	11,16,
68:13	deadline	defer	107:20	67:12,	22
69:6	s	109:17	demonstr	15	129:2,6
83:1	121:2	Delaware	ating	69:13	130:5
100:16	123:19	82:18	170:8	71:9,14	131:6,
113:7	deal	delay	demystif	91:16,	9,19
125:11,	15:14	101:2	y	21,23	132:8
12	23:7	deliver	138:6	92:2,12	147:9,
130:21	29:10	102:2	departme	93:8	15
138:9	114:4	113:5	nt	94:2,20	150:11
144:23	158:3	116:9	8:13,21	95:5,15	151:9,
152:8	163:13	117:17	9:17	96:7,16	16
153:17	debt-	146:17	10:5,	97:21,	152:5
155:18	financed	152:9	11,16,	24	154:4,5
	107:17			99:1,17	155:1,
				101:16	16
				103:2	156:4,

5,8	deputy	develope	Difficul	disabled	93:13
159:21	153:21	r	ties	16:14	94:5
162:20	154:15	26:11	118:1	disappea	101:18
168:4	describe	develope	dig	r	121:14
170:1	98:21	rs	53:1	62:2	130:12
173:1,	99:12	24:17,	117:14	disappoi	district
12	deserve	22	126:3	nted	3:14
departme	31:4	30:13	161:13	9:11,12	4:10
nt's	39:20	32:15	163:14	discharg	5:8
93:14,	122:19	developm	digging	ed	6:4,12
21	design	ent	11:12	130:14	7:14,16
94:4,12	82:8	5:16	161:15,	disconne	44:23
99:13	154:22	26:8,24	24	ct	45:3
130:1	designed	48:9	digitall	127:14	46:1
departme	122:5	137:18	y	discover	58:16
nts	details	141:18	129:3	ed	68:19,
40:17	149:1	142:1,	diligenc	84:21	20,21
41:15	detect	17	e	discuss	73:6
42:12	84:19	developm	69:21	46:6	92:22
110:22	detected	ents	dinner	176:24	93:7,18
117:2	87:9	30:9	57:19	disheart	94:1
119:18	detectio	137:7	direct	ened	98:10,
125:13	n	diameter	97:3	10:12	13
157:1	85:2	80:5	directio	disrupti	124:17
170:14	86:23	died	n	on	125:15
171:17	deterior	44:3	134:6	88:11	129:14
dependin	ation	difficul	directly	disrupti	143:6,
g	137:3	t	107:21	ve	12
171:1	determin	77:14	131:21	97:18	146:4
depends	e	97:1	dirt	distribu	district
117:5	110:9	142:13,	11:18,	ted	s
169:22	determin	17	23	93:11	6:13
deploy	ing	167:13	12:23	distribu	113:19
100:7	125:1	175:8	18:22,	tion	141:7
deployin	develop	difficul	24 19:7	73:21	143:7
g	168:8,	t-to-	33:13	74:4	158:1
100:24	13	staff	144:17	80:7	disturba
deploys		168:15	164:14	87:24	nces
94:3					73:5
					ditch

16:4, 9 126:7, 11, 23 128:7 132:10, 24 133:1, 2, 3, 18 ditches 33:17 doable 6:15 doctor 68:14 document 98:15 dollar 158:5 dollars 64:18 101:11 104:5 121:20 door 50:18 51:14 57:18 58:8 62:19 69:3 153:24 171:2 downstai rs 50:12, 22 61:11 dramatic ally	87:10 106:22 dress 65:22, 23 drinking 71:6 83:12 Driscoll 2:18, 19 92:16 109:21, 22 113:9 drive 127:1, 4 drivers 102:22 driving 12:1 25:18 dropped 87:9 dry 52:9 due 69:20 73:2, 22 78:19 dust 17:5 155:11 E earlier 81:16 99:16 105:9 116:16	144:12 158:11 early 75:21 easier 143:2 East 9:2 echo 117:7 edge 107:5 editions 71:23 educated 27:18 educatio n 71:2 effect 17:19 118:2 effectiv e 86:24 87:3, 17 106:15 151:17 effectiv ely 41:10 86:1 effects 74:2 efficien cy 71:5, 24	efficien t 106:16 151:16 efficien tly 85:24 effort 9:23, 24 efforts 75:23 88:9 eight- inch 81:15 elderly 28:10 electeds 41:2 election 169:4 electric 28:2 51:13, 15 54:14, 15, 18, 19 66:17 electric ians 175:5, 8, 9, 23 electric ity 27:2 elevate 74:20 88:9	eligible 170:13 emergenc ies 39:13 emergenc y 85:12 94:11, 17 97:6 131:10 148:11 160:1 emerging 102:8 employed 174:20 employee 65:6 99:2, 18 168:2, 5 employee s 57:1 67:12, 15 94:7, 15 139:7 145:17 153:16 161:4, 5 165:16, 17 166:14, 18 168:11 169:15 172:4, 6 174:19	employe nt 168:13 end 9:19 54:7 118:19 126:10 endeavor 96:12 enduring 35:8 enemy 111:12 enforce 166:15 169:2 enforced 12:5 enforcin g 12:7 14:8 147:3 165:13 engaged 44:21 engineer 33:22, 24 70:24 engineer ing 71:4 153:22 154:15 engineer s 74:13
--	--	---	---	---	--

154:22, 24	105:22 128:8	eventual ly	110:19 exhaust	28:5 76:23 89:20	explain 137:24
ensure 69:21 125:15 146:22 155:5	establis hed 73:12 75:16	113:8 evidence 88:13	39:24 exist 80:3 86:12	expenses 97:1 expensiv e 96:24 140:15	explanat ion 39:23 extend 107:7 extensiv e 73:17 74:10 91:22
ensuring 102:1 123:1 168:17	estate 57:20 estimate 148:1, 23	evidenci ng 90:3 evident 8:15 evolving 77:22	105:17 114:12 exists 83:24 169:24 expandin g 82:5 expect 5:14 9:20, 21, 23 89:23 132:1 140:1 145:17 146:15 147:2 157:14	experien ce 6:16 71:3, 7 108:11 119:4 134:21 153:17, 23 154:6 170:9, 12 171:10 experien ced 22:24 experien ces 112:14 143:2	extra 20:10 extraneo us 79:22 80:4, 23 extreme 74:19 eyes 66:3 139:7
entire 84:12 103:9, 14 109:13 129:11	estimate d 107:9 estimate s 35:9 estimati ng 100:20 evaluate 134:17 evaluati ng 4:10 evaluati on 135:3 154:17 evaluati ons 131:13 event 139:5 149:17 168:9 events 23:16	examinin g 4:8 excavate 107:5 excavati on 107:6 126:16 129:4 145:1 exceptio n 119:22 excess 81:4 excessiv e 90:6 excited 168:10 excuse 15:4 32:4 executiv e	expectat ion 117:12 146:21 expectat ions 118:16 168:17 expected 25:6 75:4 76:24 expectin g	experien ced 22:24 experien cing 5:7 81:20 160:5 171:18 expert 98:24 99:3 120:5	external 135:23 extra 20:10 extraneo us 79:22 80:4, 23 extreme 74:19 eyes 66:3 139:7
environm ental 17:4, 16 44:12 71:15 equate 77:5 equipmen t 18:10, 11 118:8 era 78:13 79:11 essentia l 119:11 168:16, 22 essentia lly					F face 117:20 167:1 faciliti es 101:20, 21 facing 102:8

fact 79:16 82:11 163:14 168:23 172:5	fat 35:20, 21	135:1, 4 139:1 146:8	financia lly 23:13	18:15, 18 35:9, 10 55:1 56:22 59:24 62:17 64:7 65:18 162:2 164:23	105:1 focus 71:4 79:3 81:8
factors 76:6, 12 82:10 135:23, 24	father 61:16	fighting 37:19	find 43:21 51:3, 21 53:1 60:1 69:7, 11 77:14 90:12 126:3 127:2 162:10 171:22 175:20	fixed 13:9 18:18, 23, 24 38:11, 13 43:15 44:7 59:16 64:8 66:15 158:4 164:12, 20	folks 104:4 110:7 128:14
facts 33:4	favor 39:22, 23 63:7	figure 14:7 41:7, 22 62:14 63:16 83:2 142:19 158:12	file 67:2		follow 144:7 145:7 148:24
fail 78:19, 24 79:9	February 60:17	fill 16:22 60:14 90:9 129:9 168:14	finding 154:14 165:20		follow- up 10:1 128:6 175:15
failure 73:19 74:11 76:2, 4, 10 78:18, 23 134:18, 19 135:22 144:7	feed 28:4	fills 12:17	fine 65:16		food 28:3
failures 74:7 135:4	feedback 114:9 115:2	filling 174:16	finish 9:7, 10 30:22		footway 104:20 105:9 107:8 131:20
	feel 29:14 36:19 37:21 48:2, 7 66:22 118:22 164:7	filters 17:4	fire 51:1 56:8 169:7	fixing 115:7 162:4 163:17 164:10	forced 107:7
falls 34:4	feet 58:2 61:9	finally 54:7 81:7 86:22	firsthan d 59:7	fixture 104:19	forces 100:8
familiar 129:24	felt 112:9 156:3	financia l 67:7 97:3 102:10 107:13 139:3	fiscal 100:2, 21 102:16	flooded 7:19	foresee 174:15
family 16:13 31:8	field 71:3 94:3, 22 101:1		fix 11:15 13:14, 17	flow 84:18 94:13, 18	formally 128:1
fast 79:6				flows 81:6	format 72:5 Forty- five 132:6

forward 86:2 154:14	front 32:22 34:13	fund 107:16	generati ons 136:22	goals 80:13 120:19	governme nt 5:13
forward- looking 123:2	37:18 72:15 146:15	funding 45:7	gentlema n's 22:14	121:21, 22 156:23	41:22 110:17, 18
found 53:20 54:22 55:9 59:17 75:6 77:8 78:21 96:14 110:16 167:21	frustrat ed 164:4 166:23	future 22:20 101:5 111:9 156:4 157:23	George 70:12, 23	God 32:15 38:3	142:15 160:8
foundati onal 99:18	frustrat ing 40:13	FY26 140:1	get all 47:24	good 2:2 4:23 23:24 33:10 36:3 38:18 48:5 49:15 52:2 64:6 70:16, 19 86:15 91:17 92:8, 12,15, 18 117:9 119:5 136:23	grandpa' s 61:5
four- fold 101:14	frustrat ion 6:20 160:18 162:8 169:17	G	give 27:6 37:22 50:9 53:10, 11,13 56:18, 19,21 65:3 92:7 119:1 148:3 169:13 172:9		grandson 27:10 28:4 36:2
free 17:6 72:2	fulfilli ng 111:22	gallons 7:18 82:24 130:15, 21	Glad 161:1		grant 146:1
frequenc y 4:13	full 38:16 45:20 50:6 91:6	gas 27:2 51:13 54:8,9 66:16	goal 76:17 77:10, 24 90:8, 11,15, 18 99:22 111:13, 21 120:6,7 155:19 156:16		great 21:21 49:24 173:16, 21 174:11
Friday 7:13 57:9,12 67:23 68:3 98:17 129:14 130:8	full- time 168:5	gave 51:15			greater 83:7 134:9
friends 119:6,8	fully 111:17 129:18	general 78:4 143:21			greatest 83:13, 17
	function 17:13	generall y 76:18 111:1		goodness ' 27:10 28:10	greatly 82:3 87:21
	function s 117:21	generati onally 157:10		Google 30:2 32:24 33:2	grew 31:13
				governed 149:16	Grocerie s 16:17
					ground 171:3

group	49:10	161:16	165:19	12,16	150:2
46:8	108:7	162:22	hard-	41:17	166:23
158:9	128:9	happened	174:4	49:21	176:23
grow	163:7	27:12	hard-to-	63:15	hearings
143:15	165:8	44:5,6	169:6	70:17	4:8
168:7	176:2	47:18	harder	138:8,	40:18
growing		48:19	141:19	18,19	153:2
114:7	H	55:8,	hardwork	143:1	heater
152:14	half	13,16	ing	144:10	60:21
growth	56:6	64:19,	65:22	151:4	64:6
120:1,2	88:2	22	harm	heard	heating
guarante	hand	68:18	48:10	8:16	16:20
e	35:4	129:13,	115:6,7	34:14	heavy
124:9	125:2	15,17	Harrisbu	42:16,	18:10,
guess	156:17	happenin	rg	18	12
28:17,	handicap	g	110:20	48:16	height
24	159:14	5:17	Harrity	86:16	79:14
30:6,8	handing	9:12	2:22,23	104:3	hell
32:12	131:16	10:12	11:5,6	105:8	28:16
34:3,17	handle	17:17	142:9	112:17	helpful
35:17	23:8	63:18,	160:23,	114:14,	69:20
38:1	handles	20	24	16	helping
47:22	125:5	127:3	168:20	116:19	112:13
89:7	handoff	137:14	171:19	118:24	138:23
159:3	124:22	142:10,	172:13	120:15	139:15
guidance	125:1,	11	175:14	133:7	142:20
71:23	21	144:22	he'll	143:11	helps
guidelin	170:3	147:6	123:11,	144:11	84:19
e	hands	170:3	14	hearing	135:6
75:2,15	32:13	happy	hear	2:5,9	herculea
133:10	happen	29:14	20:22,	3:12,	n
guy	10:19	98:3	24	17,18	88:7
55:10	22:8	173:2	21:9,12	41:9	111:23
56:24	44:4	174:23	22:17	73:1	Hernande
67:13	47:19	175:12	28:14	88:12	z
guy's	48:20	hard	30:19	91:8	14:20,
62:22	57:4	29:2	36:18,	92:3	22,23
guys	70:3	121:7	19	110:6	15:4,8
31:14	150:5	122:14	40:2,	111:18	29:23
		140:14		137:16	
				148:1	

42:23	highligh	holding	homeowne	hour	158:6
43:3, 6	ting	61:12	rs	51:16	Human
49:5	171:15	160:13	26:3	55:14	170:2
hey	highway	hole	29:15	56:6	173:3
30:10	125:15	12:17	85:13	hours	hundred
37:18	128:23	19:8	103:21,	54:18	73:10
58:20	161:11	52:7	24	58:24	75:10,
136:9	Hilton	53:1	homeowne	130:13,	13
176:15	13:10	56:9	rs'	22	89:21,
hidden	hire	57:4	97:15	house	24 90:4
82:15	13:19	60:14	homes	12:12	112:18
high	35:13	62:2	96:1	17:5, 7	171:9
12:24	153:20	129:9	120:22	20:7	174:22
73:19	169:7	143:14,	136:21	25:15	hurting
76:12	hired	15	137:19	27:9	28:12
78:17	170:5	161:18	140:7	29:10,	165:11
81:10,	hiring	165:4	155:12	11, 12,	husband
19 83:3	175:8	holes	honest	13	16:14
84:18	history	13:8	12:10	33:8, 9	17:1
103:20	31:7	163:21	hope	48:22,	43:23
137:6	73:16	home	8:23	24 50:4	44:2
138:17	75:11,	26:6	hopeful	51:23	hydrant
high-	20	29:2	6:21	52:5, 16	56:8
76:12	91:22	31:12,	158:8	57:17	hydrants
high-	135:6	13	hoping	68:10	83:16
pressure	hits	33:18	7:23	163:23	
81:14	34:4	34:3	hose	househol	I
high-	hold	36:9	61:14	d	idea
risk	4:7	104:21,	hospital	20:8	66:11,
76:14	6:24	22	17:2, 11	houses	12
higher	36:22	136:24	44:3	11:14	124:2
83:4	42:2	146:16	host	13:21	ideas
90:18	149:12	158:6	154:21	16:7	176:23
155:5	158:13	homeowne	hot	54:23	identica
highest	160:14	r	54:10,	Howard	l
78:22	165:6	25:6, 9	12	14:24	105:3
89:22	holder	85:12	60:17	huge	identifi
97:22	96:18	97:5	64:12	108:13	ed
98:11		105:5	66:16	143:18	121:24
		148:11			

152:16 identify 87:18 identify ing 4:12 86:7 II 78:13 illegal 11:11 159:18 illegall y 11:13 165:10 imagine 23:5 60:23 immediat ely 130:13 151:13 impact 5:12 97:19 107:21 136:5 152:10 155:11 158:7 impacted 16:13 137:9 143:8 impactin g 5:23 134:22	137:18 141:22 146:3 impacts 94:23 95:11 implemen t 99:20 implemen ted 101:5 implemen ts 95:5 importan t 5:3 8:9 37:3 40:14 41:13 42:13 49:4 74:12 86:2 87:13 119:14 improve 59:4 95:3 improvem ent 95:7 121:8, 23 122:6, 14 153:14 154:16	improvem ents 119:19, 21 in-house 168:7 inadequa te 74:1 inch 81:12 inches 22:1 50:23 53:18, 22 incidenc e 78:22 incident 88:10 incident s 144:2 includes 71:7 93:14, 21 includin g 73:23 82:23 96:5 145:20 income 43:15 158:4 increase 101:9,	12,15 134:12 157:6 167:20 increase d 102:23 increase s 106:22 108:1,6 increasi ng 83:10 incremen tal 155:15 incurs 82:7 independ ent 71:12 indicato r 74:22 individu al 171:10 individu als 40:22 industri al 175:9 inform 95:13 informat ion	31:1 69:10 77:15, 20 112:8 129:10, 20 130:4 140:24 172:24 173:5 informat ive 91:2 informed 15:17 infrastr ucture 5:19 7:3 41:24 82:4 94:24 95:7,20 96:6, 11,16, 23 121:15 122:5 132:18 136:11 137:19 148:22 157:8 158:19 159:7 inherent ly 84:20 85:4	initiati ve 121:5 initiati ves 146:1 inlet 94:17 inordina te 81:20 ins 6:18 96:4,12 132:20 inside 19:11 61:6 65:8 84:15 104:21 130:5 169:24 170:1 inspect 127:4 144:7 inspecte d 12:19, 21 inspecti on 94:16 147:4 inspecti ons 142:5
---	---	---	--	---	--

inspecto	intentio	investme	66:23	155:8	147:10,
r	n	nt	72:22	163:13	23
52:2	18:14	36:8	96:10	167:11	149:9
64:21	intentio	95:12,	98:22	items	151:24
65:5,	nal	15	104:11	22:19	167:3
14,15,	113:4	121:13,	108:9	112:5	169:21
21,23	intentio	16	109:15		172:12,
66:9	nally	167:20	124:20	J	23
166:9	125:11	investme	125:24	jacuzzi	173:21
inspecto	inter-	nts	126:13	60:21	174:17
rs	utility	101:7,	131:2	January	176:19
158:23	122:2	24	142:13	15:16	job
159:1	interest	107:24	143:20	60:16	36:3
161:2,6	106:17	123:4	147:19	Jersey's	38:18
166:1,	internal	136:3	148:20	133:2	69:14
12	96:2	investor	issues	Jewel	108:4,
167:12	104:22	25:16	4:11	91:15,	16,19
169:8	105:5	investor	5:7	18	114:10
installe	135:24	s	9:15	92:8,10	117:21
d	153:1	28:21	10:9	93:3	119:5,7
78:12	intervie	31:6	45:9	99:15	147:22
79:13	w	35:16	58:13	100:5,	153:11
instance	169:19	involved	69:22	13,19	161:17
169:3	170:19,	16:7	85:21	104:9	166:4
instance	21	118:9	93:6	106:2,7	171:21
s	172:16	involves	96:15	108:24	172:8,
6:1	intervie	154:21	97:17	112:3	22
insuranc	wed	iron	99:14	116:24	174:23,
e	175:1	135:15	102:9	121:4	24
6:9	inventor	issuance	113:11,	125:7	jobs
43:10,	y	96:19	14	127:20	101:2
14	93:14,	107:18	114:6,	128:20	131:8
97:13,	21	issue	15,16	129:22	171:23
15	invest	8:22	125:16	130:10,	172:9
157:21	28:21	10:22	133:5	19	joining
164:9,	106:12	37:5	134:21	134:15	3:10
11,19,	investig	38:13	142:22	137:20	78:9,20
24	ated	39:9	143:11	138:10,	115:21
intended	26:17	63:19	144:9	22	joint
80:1			145:19	144:21	2:6
			148:15		3:19

4:7	112:11,	Kunkel	141:2	136:18	Leadite
78:8	18	70:12,	large	141:13	78:8
79:4	117:5	16, 22,	22:4	142:5	79:4
135:1	119:9	23	80:5	162:3	leads
joints	121:6,	72:13,	84:22	163:1	22:13
78:18	10	21	87:6	laugh	leak
joke	122:11,	88:18	95:18	18:20	50:7, 21
66:13	24	89:11	130:7	launched	51:23
Jones	130:3	90:24	131:7	121:5	52:12
3:2	131:3, 8	91:3	135:16	Laura	54:23
Joseph	134:20,	99:16	154:23	141:10	55:1, 10
64:4	24	102:7,	larger	law	84:16,
journeym	136:1	11, 21	136:4	12:3	19
an	139:4	104:11	larger-	166:13,	85:1, 8
175:22	140:22,	133:7	scale	16	86:23
Judson	24	134:16	136:3	laws	96:14
45:5, 24	142:15	Kunkel's	lasted	12:7	leakage
July	143:3	103:6	19:19	Lazer	82:23
15:10	144:19		60:19	123:14	83:3, 18
37:15	153:7	L	late	lead	86:15,
54:21	155:24	L&i	68:12	86:5,	16, 20
June	kinds	30:17	89:13	12, 18	88:3
37:15	17:14	laborato	lateral	107:24	leaking
123:11	22:7	ry	16:3	145:22	24:21
jurisdic	126:18	135:18	25:23	leader	33:9
tions	135:3	lack	37:20	10:10	leaks
109:11	171:14	124:12	38:8	119:24	32:18
	kitchen	lady	85:16	120:17	73:4, 20
K	58:4	32:13	159:9	leadersh	74:2, 3
keeping	knew	lady's	162:3,	ip	82:13,
111:21	61:7	162:2	5, 6, 7	10:7	14
kids	knowing	164:8	164:10	112:20	83:13,
31:12	111:17	landscap	165:1	116:7	18
kind	knowledg	ing	laterals	125:12	84:7,
47:2	e	10:22	11:13	127:12	20, 24
99:18	90:10	Lane	12:12	154:19	85:7
102:10	170:8,	9:3	13:23	leading	87:9,
107:13	11	language	15:24	71:23	11, 18
	kudos	32:4	107:4	79:15	88:10
	30:10		108:12		90:2, 5,

6 96:4, 12	79:21 89:14	licensin g 149:17	86:6, 8, 12, 17 103:9	lives 158:4	19 89:2, 9
learn 152:8	lens 122:10	life 5:24	list 21:1	living 24:7	110:18 129:8
learned 46:13, 14 73:2 139:13	letting 36:6 58:14	24:6 29:9 31:7	147:9 149:4 170:16	36:4 49:7 90:3	132:24 151:13 156:6
leave 56:11 58:7 156:16	level 10:3, 5 75:5 77:3 88:7	77:1, 6 89:8 97:20 122:20	172:9 listed 77:10	122:15 135:3 136:21 160:19	169:18 171:6 172:15
leaving 31:8 50:4	97:22 110:5, 19, 20 111:2 113:3	life- sustaini ng 140:19	listen 26:23 47:18 57:18	load 94:5	longer 80:21 116:1 171:21
led 45:15 145:4	121:21 125:17 126:24 146:17	lifetime 89:22 107:10 122:22	124:1 163:3 listenin g 29:20, 22 98:19	loan 25:24 85:12 97:6, 7 148:12, 13	longest 74:9 longtime 87:7
left 33:12 41:2, 6 53:3 115:3	147:1 153:3 155:5	light 5:6 light- 119:20	lists 171:7, 8	loans 85:14, 19 97:8 146:2	looked 45:24 46:2 55:19
legal 104:11 115:8	levels 118:15	likeliho od 76:2, 10 134:17, 19 136:10	literal 171:3	local 105:23 125:17 175:17	loosens 161:21
legislat ive 110:20, 23 114:6	leverage 153:9 liaising 113:15 liaison 110:23	lineboy 14:21	live 24:2 27:9 36:7 47:7, 14 50:13 63:1 89:20 103:17	location 127:5 130:7, 24 147:16, 17	loss 36:17 65:12 67:8 71:5 82:22 83:17
legs 61:9	license 26:14	lines 73:22 80:20 83:15, 19 84:7, 8, 21	lived 50:15 136:24 157:10	location s 95:14	losses 72:10
lend 26:2	licensed 70:24 148:8 149:15			long 44:7 62:13 75:11,	lost 54:5 60:15 61:16, 17, 19
length 45:20					lot
lengths 78:11					

Committee on Streets & Services and Transportation & Public Utilities 23
10/28/2025

8:19	low-	machine	134:4	make	121:18
9:23, 24	interest	60:20	135:11,	12:21,	123:3
11:10	146:2	64:15	16	23	136:2
13:13	lower	mad	136:16	22:11	139:10
30:9	78:14	28:11	140:4	23:14	MALE
44:10	120:9	Madam	143:13,	30:23	50:1
50:19	Lozada	173:23	18	42:15	59:21
53:15	3:13	made	mains	44:19	61:1
80:17	4:20, 21	15:11	80:6	53:9	63:6,
88:24	8:6	17:12	82:1	62:1	10, 23
110:16	29:19	43:24	83:15	63:17,	64:2
114:11	40:7, 8	67:4	93:10,	21	66:10
116:19	44:20	91:7	15	66:23	man
127:24	92:19	167:7	95:17	67:5, 24	28:16
139:8	113:12	170:22	96:1	106:5,	29:5, 7
142:9	128:2	main	99:24	14, 20	61:20
144:9,	132:4, 5	4:8	135:18	109:3,	65:22
22, 24	136:6	6:17	136:4	12, 16	manage
155:14	137:23	7:17	139:15,	118:20	73:17
161:18	138:11	73:4	24	121:17	87:22
165:7, 8	143:9	74:7, 18	140:8	122:18	117:18
171:22	146:10	75:17	142:2	125:4	managed
173:24	147:7,	81:15,	167:9	126:8	122:7
lots	12	21	maintain	134:6	125:16
86:8	149:3,	82:12	131:10	147:5	manageme
loud	23	84:3, 13	maintain	151:15	nt
103:16	156:19	93:6	ing	153:8	67:1
Louis	173:7,	94:8	139:14	155:14,	94:18
18:7	8, 22	96:4	maintain	18, 19	115:9
love	lucky	97:17	s	156:1,	128:24
156:7	11:17	100:9	83:6	16	129:23
163:20	Luis	104:17,	93:9	159:12	130:2
low	14:20	18	maintena	makes	150:21
16:24	lunch	124:18	nce	35:6	153:7
81:6	57:19	126:1,	9:4, 15	making	Manayunk
low-		2, 3, 4	84:6	16:3	81:13
income	M	130:7,	94:13	21:18	mandates
103:21,	M1	24	95:22	29:5	105:24
23	69:15	132:9,	116:14	35:23	manner
		12, 20	135:5	85:23	145:16
		133:19		95:13	

manners 81:22	means 13:15	Member's 112:7	mentioni ng 115:10	Mike 127:17	million 80:10
manual 71:24	31:15	152:18		mile 90:7	130:15,
manufact uring 79:15	62:8	members 4:16	mentions 105:8	101:12	17, 18,
Maria 14:20	165:6	11:3	mentor 168:7	mileage 77:16	21
24:2	172:17	14:14	messed 28:7	167:9,	140:1
master 149:15	measure 82:22	17:24	164:1	19	169:6
175:23	101:10	20:14	metal 73:23	miles 75:1, 3,	mine 13:11
matches 165:18	134:20	44:23	meter 62:6, 7,	8, 10, 14	34:8, 23
material 78:10,	measured 50:23	46:7	8	76:19,	42:6
16, 20	53:17	59:13	84:15,	21	60:5
86:10,	74:23	72:16	19	77:2, 7,	156:11
19	measurin g 123:4	88:19	method 75:24	11, 12	mine's 47:13
135:1,	mechanis m 148:18	92:14,	methodol ogy 77:22	78:1	minimum 90:9
20	mediate 14:10	16	methods 74:1	79:12,	minority 84:10
material s 73:24	medical 170:24	106:12	metrics 82:22	89:19	minute 46:3
135:18	meet 46:10	109:19	99:21	90:15,	minutes 56:10,
mathemat ical 76:5	125:13	113:16,	121:21	19	12 66:7
matter 4:17	170:18	20	mid- 1960s 74:8	93:15,	missing 68:15
99:3	176:21	118:21	middle 52:8	16, 22,	mission 111:23
168:23	meet all 103:1	129:21	midpoint 83:22	23	mistaken 48:16
172:5	meeting 90:16	141:6	mightily 167:17	98:12,	misunder standing 148:7
Mayor 119:15	120:19	mentalit y 119:9		99:24	mitigate 4:13
173:24	121:2	mention 78:7		100:1,	mobility 155:8
175:1	166:22	120:3		12, 20	
176:24	melt 11:23	mentione d 99:21		102:13,	
		102:11		14	
		103:7,		111:24	
		22		120:7,	
		104:14		12	
		116:16		133:12,	
		128:6		16, 21,	
		153:12		24	
				134:5	
				Miller 64:4	

mobilize	35:6	move	neighbor	nightmar	November
d	41:18	68:11	hood	e	15:12
130:12	153:4	75:24	10:21	24:7	153:5
model	months	110:13	43:9	noble	number
64:8	19:13	112:24	48:17	120:7	20:20
127:12	57:15	113:8	55:3	noise	58:1
modeled	60:19	121:24	134:11	29:6	64:24
127:15	121:10	154:14	137:14	normal	74:23
mold	143:20,	moved	138:2	131:9	81:9, 20
6:1	22	68:9	neighbor	North	83:13
27:9	151:5	moving	hoods	14:24	87:8
33:15	163:10	13:8	5:17	24:3	89:16
36:5, 7	morning	176:6	6:3 7:9	33:5	98:12
38:17	2:3	mud	116:14	45:5	99:8
Monday	4:23, 24	33:13	133:6	50:14	100:1
68:7	24:1	multiple	137:6	northeas	107:9
money	34:22	6:17	142:18	t	137:3,
26:3	40:11	94:4	144:3	78:14	4, 7
27:4	49:15	159:6	145:22	Northeas	147:24
28:22	50:17	multiply	155:4	tern	158:23
30:4	57:21	76:6	157:9	73:8	173:10,
31:7, 10	60:8	municipa	neighbor	note	15
35:23	61:4	l	ing	3:15	174:11
108:8	70:17,	168:11	105:14	11:8	numbers
140:3	19		neighbor	58:7, 23	56:16
169:11	91:1, 18	N	s	62:18	numerous
monitori	92:8,	narrow	126:14	81:14	161:10
ng	13, 15,	167:5	142:23	102:17	o
87:15	19 93:4	needed	network	164:22	Oak
150:19	morning'	80:22	73:18	notice	9:3
Montgome	s	negative	newly	96:20	observed
ry	2:4	ly	91:19	noticed	87:8
130:6	mortgage	97:19	news	24:17	obtain
133:2	27:24	neighbor	26:20,	87:2	77:4
135:15	mountain	13:22	21	notifica	occur
166:13	113:8	25:14	night	tion	73:20
month	mountain	116:15	27:8	96:19	74:4
6:15	s	164:8	33:10	notifies	85:20
30:4	112:24		54:4	96:17	
			68:11		

134:1 occurred 130:8 occurring 4:9 73:3 83:14 137:7 occurs 83:18 86:16, 21 October 25:2 odd 12:10 offer 111:11 148:14 offered 172:21 offering 31:10 offers 97:7 office 58:16, 21 66:24 67:6 112:7 146:11 152:18 170:1 173:3 offices 42:6	official ly 115:24 oftentimes 40:17 oil 16:20, 21 older 137:19 157:12 oldest 87:23 Olga 14:19, 23 on-site 147:3 ongoing 5:16 online 16:18 70:15 Oops 164:2 open 50:17 56:8, 14 58:8 176:22 opening 4:17 operate 101:17, 18, 19 118:10 operates	93:9 operating 107:15 122:10 139:13 operation 94:1, 10 152:7 operational 95:10 operations 95:1, 2 152:3, 6 Operator 71:16 opportunity 79:20 81:18 92:23 98:2 154:2 order 3:18 20:1 21:2 100:6 128:12, 24 147:5 151:22 152:23 153:10 159:24 171:1	175:5 ordinance 105:23 106:5 Orona 14:20 23:24 24:2 30:1 31:21 32:2 36:24 37:14 38:10, 15 39:1, 5, 15 40:3 47:12 Outreach 71:16 outright 79:19 oversight t 157:2 overwhelmed 167:22 owe 27:4 owned 95:19 owner 84:23 108:11 109:2, 13	owners 132:14 ownership 95:22 105:3 107:20 owns 83:21 84:1, 12 93:8 105:5 108:22 128:7 P Pablo 14:21 50:13 62:15 pack 11:18 12:22 162:17 paid 12:13 25:14 28:1, 13 30:3 33:23 43:13 pain 35:24 pains 114:7 papers 37:23 61:17	par 150:16 parameters 82:22 parent 27:13 park 14:3 16:16 21:20 22:4 24:18 56:4 69:1 159:10, 17, 23 parked 159:22 164:14 Parker's 119:16 parking 13:24 16:15 21:24 69:5 part 13:18 40:13 91:7 111:6 118:22 124:15 149:24 158:21 161:6 165:14
---	---	--	--	--	---

part-	pay	47:21	84:11	personne	91:16
time	13:22	58:19	89:18	l	93:8, 12
71:13	16:2	80:10	93:16,	94:3, 22	95:21
partners	19:24	104:2, 8	23	95:2	102:5
115:11	37:20	106:18	101:8,	147:4	104:13
partners	47:23	116:22	13	perspect	105:12
hip	49:12	118:18	102:20	ives	106:19
113:17,	64:9	122:14	perfect	154:7	108:11
24	97:10	136:17	52:21	phase	109:15
114:22	157:14,	137:13	60:2, 6	163:9,	115:15
partners	22	138:6,	perfecti	12	134:23
hips	158:16,	23	on	phases	141:23
141:5	17	139:5,	9:20, 22	163:8	146:5
party	payers	10, 15	performa	Philadel	150:8,
23:13	111:16	140:13	nce	phia	12
96:9	paying	141:16	74:14	5:4	152:11
pass	25:12	144:24	82:21	6:14	156:13
143:22	47:20	146:23	period	7:6, 19,	158:2,
passed	106:13	152:23	87:8	22 9:13	16
68:22	payouts	154:3, 4	permissi	10:4, 17	167:6
passing	48:5	156:14,	on	21:19	168:3
168:24	peace	15	24:20	22:10	Philadel
past	29:8	157:9	25:17	23:10	phia's
86:6	Pennsylv	17	permit	24:9	73:11
patch	ania	160:18	12:13,	25:1, 8	75:8
11:20	71:1, 14	165:20,	14, 15,	28:23	76:17
126:7	PENNVEST	23	16	31:9	80:8
patching	146:2	171:9	27:16	37:4, 7,	85:1
45:13	people	172:7	33:21	9 46:9	Philadel
pathways	8:19	175:20	128:23	47:7	phian
168:13	13:20,	176:16	129:5	50:14	108:10
patrolli	24	people's	162:16	65:11	Phillips
ng	26:10	120:22	person	71:9	3:2, 3
87:11	29:21	155:12	34:20	73:6	8:2, 3
pavement	30:7, 11	percent	162:14	79:13,	36:14,
s	32:7, 14	77:4	171:8	19	15 37:1
45:10	33:10	78:23	personal	82:2, 13	38:5,
	34:13	79:9	ly	84:10	12, 21
	35:13,	83:4, 8,	58:12	89:23	39:3, 8,
	15	19		90:1	16 40:5
					114:18

115:18, 19 119:13 123:6 127:7, 22 153:13 156:22 philosophy 112:19 phone 68:24 111:4 physical ly 58:18 pick 44:2 picture 53:11 65:3, 4 141:12 pictures 53:11, 12 56:19, 21 57:7 65:4 pieces 121:22 piloting 145:24 pipe 12:24 73:23 76:23 77:7 78:11,	21 79:17 81:1 89:10, 20 105:7 122:1 145:3 161:20 pipeline 75:1, 3, 8, 12, 14, 20 76:3, 4, 19, 21 77:11, 13, 16 78:1, 6, 8, 12, 16 79:1, 2, 4, 10, 12, 21 80:5 89:13 120:12 pipeline s 73:18 74:15 76:14 88:4 89:24 90:4 120:21 pipes 12:20 88:23 89:4, 5, 8 105:8 112:1 121:2	134:7 136:14 140:21 pipng 77:1 80:17, 24 place 43:18 81:22 87:13 143:4 151:7 157:6, 16 161:15 places 105:20 109:10 plan 99:13 140:15 planning 80:14 95:6, 8 135:12 play 36:7 142:20 plays 96:7 plot 16:8 plumber 20:1 52:19, 20 60:3 150:3, 15	plumbers 49:8 142:6 147:11 148:9, 21 149:13, 16 152:20 plumbing 27:1 33:11 48:17 95:19, 23 96:2, 22 104:23 105:6 139:20 148:15, 22 pockets 81:18 point 40:21, 22 41:21 75:22 84:13 95:24 104:17 105:10 139:21 poles 159:15 police 51:2 118:24 169:7, 9	policies 103:12 policy 103:7, 10, 24 104:1, 7, 10 poop 32:4, 14 poor 73:24 104:2, 8 164:8 poorest 6:13 103:19 158:1 populati on 80:11 Porta- potty 32:3, 7 portfoli o 123:1 portion 83:21 84:2 85:8 106:1 portions 84:8 position 151:3, 19 154:19 173:18	position s 154:3 167:13 168:15 169:7 174:5, 13, 21 possibil ities 136:12 137:17 possibil ity 133:22 137:12 post- world 78:13 potentia l 81:5 130:20 134:1 168:12 potentia lly 104:2 potholes 5:9 35:18 pound 164:20 pounds 81:11 poured 146:13 powerful 31:21
---	---	---	--	---	--

praying 29:4, 6	23	18:24	product 9:10	promptly 96:17	113:3
precisel y 130:3	pride 28:20	19:16, 17, 19, 23 24:4	professi onal 70:24	proper 142:11	115:2 118:3, 17
prepare 72:18 139:16	primaril y 152:6	49:10 62:15, 16, 17	program 32:20 71:17 75:18	properti es 5:21 6:2, 11	126:6 140:10 172:23 173:4
preparin g 140:22	prior 23:15	123:9	82:5	property 25:12 34:5 36:9	provided 73:13 140:20 149:7
present 2:16, 20, 24 3:4, 8, 17 122:17 146:9 152:19 155:4	prioriti zing 74:15	124:21 158:21 163:3 164:13 166:10	85:2, 12, 17, 18, 22 86:23 87:1, 12 95:7, 9 97:6 99:7, 19 107:11 121:8, 23	84:14, 16, 17 108:10 144:20	providin g 72:11 108:19 119:10 143:4 145:15 168:5
pressure 81:10, 19, 23 102:10	priority 76:15	problems 13:4 20:10 60:6 73:7 78:19 114:12	148:12, 17 153:15 154:16, 21	protect 6:10 27:13 136:13, 20 139:17	public 2:8 3:18, 21 4:7 40:20 77:17 82:15 92:17 94:20 95:16, 24 96:5 97:20 98:1 104:16 113:24 121:1 140:23 141:10
pressure s 101:6	private 96:6, 15 97:13 126:19 148:8, 22 164:23	proceed 43:5	process 42:5, 7 67:3 100:23 110:3 122:23 135:13 152:24 153:14, 18 169:24 170:21	programs 88:2 95:12 103:23 148:10	protecti on 71:15
pretty 111:3 123:7	privatel y 95:19	procurem ent 100:23	progress 124:11 155:15	protocol 124:24	proven 33:4
prevent 4:12	proactiv e 7:2 157:17 160:11	produced 141:2	projects 102:15 167:14	proud 73:16	provide 116:3 93:5 95:17 102:3 107:22 108:17
preventi ng 116:13	proactiv ely 41:23 133:20 134:2 136:9, 13, 15 139:2		promise 33:6	prove 116:3	publishi ng
previous 102:18	problem 13:17 15:15				
prices 16:21,					

71:22	pushing	PWD	quantify	13:14	102:20,
pull	12:2	71:10	149:11	99:8	23
145:8	61:18	73:15	question	107:9	103:20
161:20	put	74:6	21:16	128:5	108:1
162:16	11:14	77:6,	31:22	quickly	111:16
Pullen	12:12,	10,21,	36:23	96:13	116:10
2:10	24	23 79:3	37:12	120:9	120:19
3:9,24	15:12	81:8	79:5	quorum	133:14
14:15	18:10,	82:18	88:21	3:16	134:12
70:8	22,24	84:9	103:5		157:5
91:10	19:7,8,	86:3,6,	114:24	R	ratepaye
pulmonar	9	22	120:23	rain	rs
y	21:14,	87:21	123:8	57:5	157:4
17:13	16 30:5	88:6,13	124:23	60:10	rates
pump	52:11	90:10,	137:21	rained	73:19
51:7,16	54:14,	14	148:4	33:11	77:15
53:7	15 56:5	96:10,	165:15	53:19,	78:18
61:19	57:6	21 97:2	169:18	23	107:19
pumping	60:10	98:21	175:16	59:17	111:19,
53:7	62:18	103:10	question	raining	21
54:4	64:7	126:1	s	52:1	120:10
60:12	70:4	147:4	5:6	rains	reach
61:15	98:14	153:1	17:24	56:1	141:7
94:6	100:16	PWD's	20:14,	ramping	reached
pumps	102:15	75:17	19	167:19	39:1
51:7,9	145:2	120:6	59:12	rapid-	reaches
54:4,20	150:22	PWDS	63:5	response	110:5
55:15	151:7	85:10	88:18	110:24	reaching
60:11	161:9		90:23	rate	read
61:14	162:8	Q	98:4	74:23	4:1
64:15	163:9,	qualifie	109:18,	75:7,9,	58:2
purchase	11	d	19	13	72:23
d	165:3	170:5,	116:12	76:22	120:15
43:9	166:13	16	127:24	77:5	ready
purpose	169:5	quality	Quet	82:23	2:4
79:23,	putting	5:24	45:1	83:3,7,	60:10,
24	11:13	81:5	Quetcy	10	11
pushed	128:2	97:19	4:19	88:22	64:16
162:23	157:5	108:17	quick	89:5	176:5,9
	159:7	122:20			

real 102:22 137:12 155:15 156:1	113:14 recogniz e 109:24 132:17 151:2	42:17 49:17 50:10 67:7 70:20 77:17 88:24 89:2 91:8 98:14 115:22	referenc ed 104:12 referral 126:8 referred 84:22 85:3 102:21 133:12, 18, 19 158:10 reflects 102:19 reframe 148:6 refriger ator 28:3 register 84:18 register ed 52:20 regular 6:6 41:6 46:11 125:14 regularl y 115:13 125:13 regulati ng 141:24 regulati ons	86:13 regulato ry 102:8 reinvest ment 139:22 related 93:5 relates 5:9 134:23 138:23 141:3 145:22 relation s 114:1, 5 140:23 141:11 relation ship 124:5 relay 100:8 107:3 relaying 167:10 relays 101:10 reliabil ity 95:3 reliable 73:14 remarks 4:17 11:3	14:14 remediat e 96:10 remedy 82:6 remove 81:1 removed 15:13 removes 81:3 renew 120:8 reopened 15:22 repair 74:1 94:17 96:12 124:18 126:4 131:11 144:4 148:16, 21 repaired 87:20 122:1 repairin g 21:17 repairs 21:18 94:9, 17 96:22 97:12 140:16 143:19
realize 8:20 82:7 114:21 realizin g 137:2 reason 16:1 24:8 26:5 46:23 163:15 reasons 73:22 74:3 121:11 160:2 receipts 66:18 receive 6:5 85:14 150:4 159:6 received 37:8 recent 77:8, 20 83:11 90:13 recently 75:23 92:10	recogniz ed 89:12 recogniz es 4:19 8:1 11:4 20:16 36:13 40:6 44:14 76:9 109:20 115:17 132:3 160:23 173:7 recommen d 157:20 recommen dations 6:23 reconsid er 135:7 record 3:15 18:5 23:17, 22 31:24	records 74:10 recoveri ng 29:1 redo 45:7 149:21 redone 13:7 reduce 81:22 reducing 86:20 102:22 reductio n 102:18 reevalua te 135:7 refer 131:5 133:8 referenc e 83:5	referenc ed 104:12 referral 126:8 referred 84:22 85:3 102:21 133:12, 18, 19 158:10 reflects 102:19 reframe 148:6 refriger ator 28:3 register 84:18 register ed 52:20 regular 6:6 41:6 46:11 125:14 regularl y 115:13 125:13 regulati ng 141:24 regulati ons	86:13 regulato ry 102:8 reinvest ment 139:22 related 93:5 relates 5:9 134:23 138:23 141:3 145:22 relation s 114:1, 5 140:23 141:11 relation ship 124:5 relay 100:8 107:3 relaying 167:10 relays 101:10 reliabil ity 95:3 reliable 73:14 remarks 4:17 11:3	14:14 remediat e 96:10 remedy 82:6 remove 81:1 removed 15:13 removes 81:3 renew 120:8 reopened 15:22 repair 74:1 94:17 96:12 124:18 126:4 131:11 144:4 148:16, 21 repaired 87:20 122:1 repairin g 21:17 repairs 21:18 94:9, 17 96:22 97:12 140:16 143:19

repaymen t 85:19 97:8	145:23 replacem ents 75:12	represen ting 3:13 92:20 150:10, 13 157:24	resident 96:17 119:3 123:23 159:8 168:3	170:4 resilien ce 95:4	respecte d 28:15
repeat 144:2	replaces 143:19	represent s 5:12 6:7 7:5, 21 12:11 40:15 41:14 42:11 92:20 95:18, 21 97:2, 4, 18	resident s 5:12 6:7 7:5, 21 12:11 40:15 41:14 42:11 92:20 95:18, 21 97:2, 4, 18	resistan ce 13:1 resoluti on 3:11, 22 4:2, 3 14:17 30:22 31:3 42:19 70:10 91:12 93:1	respectf ul 155:6
replace 86:5 88:4 89:3, 10, 18 121:2 140:4, 8 148:21	replacin g 75:20 76:19 77:7, 10 79:6 82:1 88:23 89:6, 13 99:22 107:3, 4 120:20	represent ts 106:17 repriori tize 135:12 136:2	resident s 5:12 6:7 7:5, 21 12:11 40:15 41:14 42:11 92:20 95:18, 21 97:2, 4, 18	resoluti on 3:11, 22 4:2, 3 14:17 30:22 31:3 42:19 70:10 91:12 93:1	respecti ng 122:19
replaced 77:12 79:3 86:14, 18 89:15 100:13, 20 120:12	report 15:11 33:15, 23, 24 77:9 124:11, 17 173:17	request 98:7 requests 153:5, 10 require 117:22 149:20	request 98:7 requests 153:5, 10 require 117:22 149:20	resoluti ons 25:3 resolve 41:11 48:4 resolved 69:22 resource s 7:7 41:8, 10 43:10 97:11, 14 101:1 118:5 170:2 173:3	respond 7:8 38:1 41:23 85:6 112:6 134:8 143:10 144:1, 8 151:23 174:7
replacem ent 74:16 75:18 76:16, 22 77:5, 16 78:2, 5 79:19 81:3, 8 82:5 85:15 99:7, 23 102:12, 20 107:11 120:6	report 15:11 33:15, 23, 24 77:9 124:11, 17 173:17 reported 24:13, 23 26:13 44:8 reports 24:13 33:7 represen t 41:3 160:15	required 6:10 25:7 82:18 104:19 requirem ents 174:14 requires 103:8 121:16 142:14 reservoi r 9:3 reside 14:23	required 6:10 25:7 82:18 104:19 requirem ents 174:14 requires 103:8 121:16 142:14 reservoi r 9:3 reside 14:23	resoluti ons 25:3 resolve 41:11 48:4 resolved 69:22 resource s 7:7 41:8, 10 43:10 97:11, 14 101:1 118:5 170:2 173:3 respect 30:14	responde d 130:22 respondi ng 94:23 responds 25:8 response 36:21 37:6 38:24 39:11, 21 94:11, 18 97:2 116:18 156:20

response	11	retireme	161:14	105:19	scale
s	147:14,	nt	risky	159:14	167:8
10:1	20	87:6	81:1	run	scary
116:23	responsi	99:20	River	82:16	153:24
responsi	ve	return	82:19	151:13	scenario
bilities	151:17	131:23	road	172:7	s
30:16	155:7	returned	155:9	running	84:1
125:22	158:13	146:14	roadway	62:8	schedule
138:24	restorat	review	131:10	85:24	d
139:3	ion	106:4	roadways	rupture	73:2
responsi	131:5,	110:8	131:23	16:10	scheduli
bility	20	153:15	robust	ruptures	ng
22:11	restored	reviewin	95:6	82:12	99:23
23:11	23:15	g	role	S	school
37:22	restorin	153:5	2:11	sad	51:15
38:9,23	g	reviews	71:13	29:16	69:3
84:5	126:23	95:9	96:7	34:14	score
85:3	result	Rich	141:24	safe	76:8,
94:8	5:16,	123:14	142:20	111:14,	13,14
95:16,	18,20	ridiculo	167:17	15	screen
23	90:5	us	175:2	126:24	62:19
110:16	137:10	26:5	roll	safely	seal
125:4	150:22	35:11	139:7	127:1	57:7
126:2,	results	63:11,	rolled	safety	59:19
5,11	29:22,	12	107:18	97:20	season
128:21	24 30:2	rights	roof	sake	118:12
129:3	47:6	27:20	24:19,	27:11	145:20
148:16	73:16	Rios	20	28:10	seat
responsi	retentio	14:20	25:17	sand	167:14
ble	n	18:2,7,	room	164:20	secret
11:9	169:12	8	116:5	satisfac	6:12
22:15	retire	ripple	155:2	tory	section
23:13	153:16	118:2	root	149:19	78:14
47:4,5	176:6	risk	96:8	Saturday	161:24
65:11	retired	67:1	routine	38:2,3,	selectio
66:1	166:5	76:8,9,	9:14	4	n
94:15	retirees	13	111:6		170:22
96:9	166:3	115:9	rules		
115:6	175:18	150:21			
128:13					
132:9,					

send	95:17	141:12	22:14	42:21	shut
65:4	97:22	145:15,	23:2	shed	62:9
127:24	103:9,	18	145:6	5:6	130:13,
128:22	14	147:1	sewer	sheet	23
147:18,	104:15	152:9	34:6	98:8	shut-off
22	105:1, 4	154:9	93:22	short	83:23
sending	108:17,	155:3	94:12,	161:6	sick
150:3, 8	18, 20	167:24	16, 19	165:24	20:4
senior	109:6, 9	168:6	95:4, 17	171:5	23:6
43:16	113:3	serving	101:19	172:10	43:23
seniors	116:9	64:4	104:24	show	63:12
136:19,	117:6,	71:18	105:2,	34:17	side
20	24	79:23,	4, 11	57:12,	14:4
138:3	118:10,	24	107:3,	13	152:7
sense	16	sessions	4, 11	65:24	163:1
160:7, 9	121:21	40:19	145:3, 4	66:7	176:7
separate	145:23	set	152:6	67:18	sidewalk
80:19	146:18	80:14	sewers	68:3, 4,	14:3
SEPTA	168:2	83:5	93:10	5	21:22,
68:22	169:23	87:19	104:24	69:13,	24 22:6
serve	172:1,	114:3	139:15	16	24:19
80:9	18, 21	146:20	142:4	144:11	32:5,
served	services	152:2	shaking	showed	17, 23
71:21	4:5	154:18	33:8	54:3	33:1, 2
service	8:13	155:16,	shame	61:13	35:10
8:22	92:14	20	150:24	62:23	83:22
58:13	100:6	156:23	share	127:17	146:13
59:2, 5	102:2, 3	sets	5:1	shower	159:11,
73:14,	106:12,	75:2	42:14	49:1	23, 24
22	24	156:3	46:12	54:11	sidewalk
77:1, 6	107:21,	setting	48:19	55:20,	s
83:1,	23	117:11	49:2	21	159:17
15, 19,	108:7	133:10	111:13,	64:13	163:24
21	115:13	settled	20	showing	sight
84:17,	118:3,	126:17	174:12	133:23	82:16
21	17, 23	settles	175:12	shown	signific
85:9, 15	119:4,	163:11	shared	144:16	ant
86:5, 7,	10	sewage	84:4	shows	136:5
17	122:12	19:11,	sharing	170:10	signing
	140:6,	14	36:17		
	9, 19				

169:13	175:3	81:9	124:10	171:12	Squilla
signs	situatio	82:16	170:3	173:2	3:6
15:13	n	140:21	sounds	specific	staff
similar	9:2	143:14	45:8	ally	87:6,
40:12	23:1, 2	smaller	Southwes	94:22	14, 16
45:9	41:11	159:13	t	101:11	112:15
148:19	45:4	snapped	146:4	114:4	140:24
simple	143:23	164:16	space	speech	152:22
10:22	157:23	soft	41:2	119:1	154:23
75:22	166:17	124:22	114:21	spend	167:11,
112:22	situatio	125:1	141:8	121:19	17
114:24	ns	software	span	139:23	staffing
single	5:11	72:2, 3	167:4	spending	116:12
118:1	7:8	solid	speak	104:4	117:4,
singular	20:23	134:7	36:19	140:2	20
76:7	41:19	solution	129:22	153:4	118:1,
sinkhole	45:2	122:6	150:6	spent	15
13:10,	size	142:15	speaking	19:13	staffs
13	131:2	solution	36:20	spilled	94:21
15:11	sizes	s	150:7	32:16	stage
sinkhole	72:8	4:12	special	spoils	154:18
s	skilled	solved	11:21	145:2	stagnate
4:9 5:9	87:7	166:11	169:4	spoke	81:6
9:15	skills	somebody	speciali	68:21	stairs
sinking	117:22	's	zed	134:24	61:10
45:8	170:9,	176:4	117:22	158:10	stakehol
sir	11	son	118:7	sponsor	ders
18:2	174:24	50:1, 3	171:21	3:11	92:21
20:14	sleep	61:2, 3,	specific	spot	stand
49:15,	27:8	16	71:4	48:21	32:22
19 63:9	33:9	sooner	78:9	spots	standard
69:11	36:7	76:16	112:7	48:20	ized
70:19	slower	sort	115:2	spouse	72:5
sit	85:6	21:2	117:6,	23:6	standard
57:20	slowly	46:7, 12	24	spritz	s
sites	83:11	90:8	143:23	49:2	149:19
155:11	small	110:11,	147:24	square	standing
sitting	33:18	24	148:24	81:12	29:3
171:23	71:18	111:5	170:6		74:9

start	stay	63:15	131:20	134:10	169:1
2:4	17:23	storm	132:14	stressed	175:24
12:1	31:11	93:19	140:5	31:16	submit
14:6	steady	story	163:15,	strike	82:19
60:12	120:19	139:9	19, 21,	30:7	129:5
67:3	step	145:1	22	strong	173:17
128:9,	121:6	strap	street's	8:14	submitti
17	135:17	161:19	161:7	9:24	ng
137:17	176:7	streams	streets	10:1	170:10
160:13	stepping	5:22	2:7	33:18	subset
172:3,	154:18	street	3:20	97:21	110:4
22	steps	7:14	4:5	structur	success
started	131:22	11:15	7:19	al	123:5
10:15	stick	13:5, 7,	11:12	6:2	155:21
15:23	62:17	8, 9, 10,	12:9	struggle	156:5
18:8,	stink	12 14:2	13:11	175:4	suffered
19, 21	29:11,	16:5	18:9	struggle	85:19
24:4	12, 13	17:17	49:6	d	suffers
43:8	stinks	24:3, 5	80:18	167:16	82:13
starting	29:11	26:18,	92:14	stuck	suggest
8:20	stood	22 33:6	97:23	25:22	46:4
45:12	75:13	44:1	111:15	35:20	81:11
112:10	113:14	45:5, 7,	124:20	46:24	suggesti
167:22	stop	16, 19,	125:9,	studies	ng
starts	36:10	21 46:1	18	78:20	126:21
12:1	83:24	47:15	126:8	133:23	suggesti
state	84:3	48:8	127:1	study	on
18:4, 5	104:18	50:14	128:11,	75:5	44:19
23:21	140:9	52:6, 8,	16, 22	133:13,	47:8
49:17	stopping	13	129:1,	21	176:20
70:19	45:12	54:24	6, 19	stuff	summariz
92:6	storage	56:6	130:1	11:10	e
110:18	94:9	59:23	131:6,	13:15,	72:17,
statemen	stories	80:20	17	16 14:8	24
t	40:12,	96:3	159:12,	21:9	87:20
91:6, 7	15	122:4,	20	34:5, 6	summerti
States	41:17	8, 15	161:8	165:5,	me
73:9, 13	42:16,	124:16	162:19	8, 9, 10	16:19,
84:6	22	125:24	stress	168:24	20
85:5		126:14	6:19		
			43:17		

Sunday	87:24	19:6	tapping	temperat	17:21
68:10	88:6	20:8	84:13	ure	18:6
supervis	89:17	28:20	target	74:2	20:13
ion	93:10,	54:11	102:12	tenuous	23:23
87:15	13,20	122:24	targeted	45:22	30:20
suppleme	94:10	172:20	95:14	tenure	31:21
nted	101:18,	talk	targetin	71:8	40:20
118:5	19	46:10	g	terms	44:18
167:23	105:6,	49:22	102:14	22:18	58:11
supply	11	58:19	tasked	81:7	59:10
72:5	109:14	67:17	94:22	82:8	63:4
73:11	113:15	89:7	taxes	86:14	69:19
80:8	114:4	99:10	25:12	116:5	70:21
support	120:9	103:11	team	test	72:15,
7:5	121:14	139:8	93:3	172:18,	17
10:23	129:1,	143:24	114:1	21	81:15
94:1,19	24	146:5	teams	testifie	88:17
95:2	130:2	166:3	94:19	d	89:1
supposed	139:14,	176:22	tearing	99:16	91:1,10
11:20	21	talked	12:9	testify	92:7
27:13	systems	103:18	technica	14:17,	93:5
61:24	10:2	113:10,	l	19	98:20,
169:1	73:21	12	138:5	49:16	24
survived	74:5	119:2	technici	70:9,12	103:6
20:6	83:6,9,	146:11	an	91:12,	104:4,
Sylveste	14	175:2	167:15	14	14
r	84:11	talking	technici	92:23	112:10
124:16	94:2	21:23	ans	testifyi	133:8
125:23	95:5	29:21	87:7	ng	testing
126:14	129:2	140:23	telephon	18:1	17:15
127:18	T	145:19	e	21:5	170:7
system	table	147:10	56:16	69:24	tests
73:11	21:14,	152:21	57:23,	70:14	17:14
74:8,	16	tangible	24 58:1	testimon	that'd
10,14	takes	156:2	64:24	y	173:15
75:2,22	128:11	tank	telling	3:22	there'll
76:20	129:9	16:23	65:24	5:2	135:11
80:7,9	172:15	54:10	175:20	15:3,6,	thing
81:1	taking	60:18		7,9	12:5
		64:12			23:3

50:24	22	time	timely	27:21	67:24
51:19	175:2	13:6	116:14,	28:17,	68:6
54:16	thinking	17:8	23	18 29:3	127:16
56:18	43:10	23:9	times	30:19	144:13
66:21	50:7, 21	37:24	13:13,	33:16	tomorrow
70:6	77:24	39:21	23 17:2	42:22	159:5
86:2, 15	103:15	44:7	31:24	44:9	tone
110:12	136:23	62:13	32:2, 3	59:11	152:2
139:20	154:7, 8	65:2	85:17	69:24	tons
140:12,	156:8	71:11	87:1, 3	72:10	24:13
14	thought	79:14	112:18	92:2, 5,	26:4
142:17	8:17	102:6	116:19	24	tool
152:1	153:22	103:2	123:22	98:3,	72:3
154:11	thoughtful	110:18	146:17,	20, 24	tools
162:6,	ul	114:12	18	105:9	56:5
10, 22	123:3	120:14	149:10	110:7	139:4
164:8	thousand	124:11	161:18	114:1	top
165:18	s	144:23	tired	115:22	13:1
168:21	98:18	156:6,	25:5	116:16	19:1
169:5	104:5	17	29:20	141:14	43:21
things	thread	161:13	title	144:12	144:18
9:18	145:8	162:14	4:1	156:9	145:2
14:5	throw	163:14	118:2	today's	162:19
22:7	11:18	164:12	170:6,	3:12	top-
23:8	13:15	165:19	13	6:22	notch
45:13	31:6	175:8	171:1,	told	109:6
46:20	112:1	176:5	12, 14	15:24	topic
47:22	162:18	timefram	titled	17:9,	44:21
48:14	thrown	e	4:4	16, 18	total
72:19	144:18	132:23	titles	18:14,	100:1
151:7,	Thursday	172:19	117:24	16	totals
11, 20,	57:8, 11	timeline	174:24	19:15	77:16
23	67:20,	39:19	to-fill	26:22	78:5
152:4,	22, 23	116:20	174:5	32:6	90:13
12, 15	68:3	128:16	today	34:3	touch
154:8	117:16,	155:24	2:9	38:22	37:4
159:16	17	timeline	3:10	49:8	52:18
161:10,	tickets	s	5:5	55:2	track
16, 22	159:19	97:9	8:1, 23	59:24	74:6
163:4		124:6	25:2, 17	61:23	
165:20,		171:5		62:21	

trade 166:6, 7	treated 130:19	Tuesday 56:23	U 139:11	7, 23	86:9
trades 166:2	treatmen t	67:10	U.S. 83:20	140:13	unseen 82:17
176:3	101:20,	Tuesdays 30:6	133:15	141:9,	unusuall y
traffic 67:24	21	turn 54:17,	Uh-huh 39:15	16	81:10
trained 175:21	tremendo us	20	unaccept able	143:3	utilitie s
training 87:14	119:24	55:3, 6,	39:20	145:9	2:8
transfor m	trench 161:12	11, 15	uncovere d	163:8	3:21
154:20	trenchin g	62:18	33:13	10:8	4:7
transiti on	trends 73:3	104:20	undergro und	135:9	71:6, 17
107:20	trouble 20:4	120:4	42:1	148:4	72:4, 8
transmis sion	troublin g	turned 51:5,	45:10	152:4	73:8
80:6, 20	41:20	12, 13	underlyi ng	understa nds	75:4, 5
130:24	truck 45:18	54:8	4:11	96:21	83:20
2:8	56:4	turning 112:11	undermin ed	undertak en	84:5
3:21	66:8	turns 44:1	162:5	75:23	85:7
4:6	trucks 21:21	type 78:9, 21	undernea th	unions 176:14,	92:18
92:17	32:22	135:1	122:4	17	97:24
trap 105:7	45:10	types 117:21	137:2	unit 95:1	125:20
traps 108:13	68:2	typical 73:7	understa nd	101:9	126:19
trash 30:5, 7	true 61:1	76:24	42:7	110:3,	133:15
trauma 6:19	105:13	typicall y	108:3	24	utility 83:24
160:17	139:20	74:17	112:14	153:3	86:3
travel 45:20	140:3	78:13	114:2	167:21	106:9,
	154:12	83:23	122:3,	United 73:8, 13	10
	truth 12:10	84:15,	13	84:6	141:20
		22	132:22	85:5	utilize 118:11
		107:17	135:6,	units 94:4, 6,	
			21	13	VA 17:11
			138:4,	unknown	vacancie s
					169:22
					173:11,

15	vintage	wanted	45:9, 11	66:1, 16	106:9
174:11	79:11	20:19	46:9, 15	67:12,	108:21,
vacant	violated	21:14,	48:24	15	22
80:3	27:20	15	49:2, 11	69:13	111:14
171:23	visible	23:16	50:6,	71:5, 6,	116:8,
valve	82:12	44:18	19, 23	9, 16,	20
83:23	voice	121:17	51:1, 3,	17, 20,	121:13
valves	50:1	War	8, 11,	24	123:16
83:16	59:21	78:13	16, 17,	72:2, 4,	124:18,
varies	61:1	washed	20, 23	6, 7	19
74:5	63:6,	144:19	52:10,	73:4, 11	125:8,
variety	10, 23	washing	13, 15,	74:4, 7,	19
95:9	64:2	60:19	16, 23,	10, 18	126:1,
121:11	66:10	64:14	24	75:17	2, 15, 21
125:20	113:20	wastewat	53:2, 5,	80:8, 13	128:7
vast	voiced	er	7, 8, 15,	81:5, 10	129:19
93:9	88:12	93:19	18, 22,	82:20	130:20
139:14	volume	101:20	24	83:6,	131:9,
vehicle	82:16	watching	54:1, 4,	15, 17,	19
22:5	83:17	138:2	10, 13	20, 24	132:7,
vehicles		water	55:3, 6,	84:3,	9, 12, 20
118:8	W	4:8	11, 12,	13, 15	133:9,
160:1	wait	6:17	18, 24	87:23	15, 19
vent	58:7	7:17, 18	56:1, 2,	91:16,	134:3
18:11,	66:5, 6	8:13, 21	8, 12,	21, 23	135:16
23	waivers	9:16	14, 17,	92:1, 11	136:16
19:1, 3,	172:3	10:4, 11	22	93:3, 6,	139:14,
9 20:1	wake	11:8, 22	57:1, 5	8, 10,	24
105:7, 8	25:3	13:21	58:6,	12, 20	140:4, 8
145:2	26:6	16:1	14, 22	94:8, 9,	141:20
verbally	29:9, 14	26:18	59:1, 5,	19	142:2
37:9	31:15	28:1	16, 18	95:4, 16	143:13,
verge	48:7	30:17	60:12,	96:4, 18	18
45:16	walk	34:4,	17, 23	97:14	145:5
veteran	35:19	15, 20	61:5, 9,	99:1,	147:8,
16:15	176:22	37:5, 7,	15, 19,	12, 17,	14
view	walking	10, 16	22	24	150:10
145:12	153:23	38:3, 4,	62:5, 7,	101:10,	151:9
		6 39:10	9, 10, 12	17, 19	152:7
		43:9	64:12,	104:15,	167:9
			20	16, 21	169:20,
			65:1, 6	105:4	24

173:1, 11 water's 58:15 water/ sewer 96:1 waters 83:12 ways 59:8 85:10 131:4 154:7, 8 weather 60:9 websites 77:18 week 30:6 41:18 56:1, 15, 23 57:11 64:3 67:23 weeks 8:11 39:17 55:23 68:6 112:16 144:15 146:12 165:1 weighing 95:11 weight 22:6	weird 112:9 whole- of- 142:14 wide 95:9 widow 44:9 width 107:6 wife 20:4 Willard 13:12 Williams 123:10 witnesse s 14:16, 19 20:15 70:9 72:18 91:11 wonderin g 42:11 word 117:9 164:1 words 36:18 59:15 work 9:6 10:15 26:12,	15 27:1 28:22 29:2, 3 30:10 32:21 34:9, 10, 23 35:21 42:3 45:12 46:19 47:20 48:4 49:8, 11 58:17 68:7 71:7, 12 100:8, 11, 12, 17 109:12, 16 115:8, 12 122:16, 21 125:10 126:13 128:19, 24 129:23 140:11 142:7, 10 144:8, 22 145:21 146:9 147:13 149:6, 13, 18, 24	150:16, 19, 22 152:4, 8, 20 155:10 162:15 167:23, 24 169:14 170:23 171:11 173:2 174:1 175:5 176:11, 17 worked 71:11 151:8 161:12 worker 161:11 workforc e 174:2 working 18:9, 19, 21 46:8 123:22 124:2 142:16 145:10 146:19, 20, 23 153:19, 20 158:9 167:6 168:4	works 71:20 97:23 133:9 world 31:11 83:12 worry 18:17 19:5 67:21 worst 23:3 worth 119:21 worthwhi le 85:17 would've 9:5 10:13 44:9 64:19 wrap 161:19 writing 37:8 105:18 written 72:14 91:6 105:20 wrong 34:23 49:13 62:6 110:10 116:4	Y yard 54:12 year 16:22, 24 25:10 32:1 34:11 35:8, 24 36:1 43:7 50:3 74:18, 21 75:12 77:2, 8, 10, 11, 13 78:2 81:16 82:14, 20 86:6 89:19 90:20 99:9, 22 100:2, 21 101:3 102:16, 19 119:1 120:7, 13 123:12 yearly 90:12 years 5:21 27:11
--	---	---	--	---	--

41:20	3:6, 7	129:7	
49:6	4:14	130:9,	
50:16	7:11	16	
60:20	11:1	132:2	
61:12,	14:12	138:16	
21 64:5	15:1, 5	160:21	
73:10,	17:20	162:2	
14	18:3	164:7	
74:19	20:12	173:6	
75:11,	21:6, 8		
21	23:19		
76:18,	31:19	Z	
24	36:12	zero-	
77:2,	40:4	interest	
20, 23	43:1, 4	85:14	
79:5	44:13	97:7	
83:11	47:10	148:13	
86:24	49:14,		
87:4	23 50:8		
89:21,	58:10		
24	63:3, 8,		
90:4, 13	13, 24		
101:8,	66:20		
14	69:8, 17		
137:1	70:7,		
153:18,	13, 18		
23	72:12		
155:20,	88:16		
22	90:21		
157:11	91:5, 17		
176:8	92:13		
years'	98:5		
119:21	100:3,		
yesterda	10, 15		
y	103:4		
57:13	105:21		
68:4	106:3		
69:15	108:2		
146:7	109:1		
young	115:10,		
2:2	16		
	128:4		