

COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEE OF THE WHOLE

Room 400, City Hall
Philadelphia, Pennsylvania
Monday, March 26, 2018
10:25 a.m.

PRESENT:

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

BILLS 180162, 180163, and 180164
RESOLUTION 180185

- - -

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 COUNCIL PRESIDENT CLARKE: Good
3 morning. This hearing is called to
4 order. I recognize the presence of a
5 quorum of the Committee members. This is
6 a public hearing of the Committee of the
7 Whole regarding Bills No. 180162, 180163,
8 180164, and Resolution No. 180185.

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

11 THE CLERK: Bill No. 180162, an
12 ordinance to adopt a Capital Program for
13 the six Fiscal Years 2019 through 2024
14 inclusive.

15 Bill No. 180163, an ordinance
16 to adopt a Fiscal 2019 Capital Budget.

17 Bill No. 180164, an ordinance
18 adopting the Operating Budget for Fiscal
19 Year 2019.

20 Resolution No. 180185,
21 resolution providing for the approval by
22 the Council of the City of Philadelphia
23 of a Revised Five Year Financial Plan for
24 the City of Philadelphia covering Fiscal
25 Years 2019 through 2023, and

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 incorporating proposed changes with
3 respect to Fiscal Year 2018, which is to
4 be submitted by the Mayor to the
5 Pennsylvania Intergovernmental
6 Cooperation Authority (the "Authority")
7 pursuant to the Intergovernmental
8 Cooperation Agreement, authorized by an
9 Ordinance of this Council approved by the
10 Mayor on January 3, 1992 (Bill No.
11 1563-A), by and between the City and the
12 Authority.

13 COUNCIL PRESIDENT CLARKE:

14 Thank you, Mr. Stitt.

15 Today we begin the public
16 hearing of the Committee of the Whole to
17 consider the bills read by the Clerk that
18 constitute proposed operating and capital
19 spending measures for Fiscal 2019, a
20 Capital Program, and a forward-looking
21 Capital Plan for Fiscal 2019 through
22 Fiscal 2024.

23 Today we will hear testimony
24 from the Administration on the Five Year
25 Plan.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 And, Mr. Stitt, the first
3 person to testify is?

4 THE CLERK: Jane Slusser, Rob
5 Dubow, and Anna Adams.

6 COUNCIL PRESIDENT CLARKE:
7 Thank you.

8 (Witnesses approached witness
9 table.)

10 COUNCIL PRESIDENT CLARKE: And
11 good morning. You all are very familiar
12 faces, so you know the drill. Please
13 state your name.

14 MS. SLUSSER: Good morning.
15 Jane Slusser.

16 MS. ADAMS: Anna Adams.

17 MR. DUBOW: Rob Dubow.

18 MS. SLUSSER: Good morning,
19 Council President and members of City
20 Council. My name is Jane Slusser and I'm
21 Mayor Kenney's Chief of Staff. I'm here
22 today to testify in support of the
23 Mayor's Proposed Five Year Plan, all the
24 supporting budget and revenue bills that
25 were proposed on March 1st, and the

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 City's revised funding proposal for the
3 Philadelphia School District. I am
4 joined at the table by Rob Dubow, the
5 City's Finance Director, and Anna Adams,
6 the City's Budget Director. Other
7 members of the Administration are here
8 behind me and are also available to
9 answer any questions that you may have.

10 On July 1st of this year, the
11 School District of Philadelphia will
12 return to local control. The Mayor
13 strongly believes that the return to
14 local control brings accountability to
15 the City, and with that accountability
16 comes a responsibility to ensure
17 financial stability for our students,
18 parents, and teachers. This includes
19 ending the constant cycle of cutbacks to
20 classrooms, reductions in the number of
21 nurses and counselors in schools, and the
22 endless cloud of financial crises hanging
23 over the school year. We also believe
24 that the greatest investment that we can
25 make as a city is to improve our public

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 school system.

3 As last week's census data
4 showed, we continue to lose families in
5 the City when their children become
6 school-age. We need to reverse that
7 trend and make our school system
8 attractive for current and future
9 residents.

10 Over the past few years under
11 the guidance of Dr. Hite, our public
12 schools have made progress, improving
13 early literacy levels, achieving the
14 highest graduation rate in over a decade,
15 increasing attendance, and cultivating
16 better school climates. This progress is
17 the result of strategic planning and
18 investments outlined in the School
19 District's Action Plan 3.0, which this
20 proposed budget would sustain. The
21 District's hard-won gains are worth
22 celebrating, but have not yet reached
23 every student and every school. The
24 proposed budget would expand the work and
25 accelerate progress by reducing class

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 sizes and investing in classrooms and
3 staffing.

4 To be clear, this proposed new
5 revenue will provide critical stability
6 to the District and will allow District
7 leadership to make investments to
8 continue the recent progress made under
9 the Action Plan 3.0. By no means do we
10 think that these additional resources are
11 enough. These funds do not provide for
12 an adequate educational system, something
13 only the Commonwealth can and is in fact
14 required to provide. The Administration
15 is eagerly awaiting the result of the
16 school funding lawsuit and looking to our
17 partners at the Commonwealth to fulfill
18 the constitutional requirement to
19 properly fund our school system. That
20 funding will then help build on the
21 investments that we've already made as
22 outlined in this Plan to ensure all our
23 kids have access to a quality education
24 in their neighborhood.

25 With information from the

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 Office of Property Assessment on the FY19
3 property assessments last week, the
4 Administration is adjusting our proposal
5 to meet the School District's immediate
6 needs and will be proposing an amended
7 legislative package. Our basic tenets
8 are the same. We propose to provide
9 sufficient resources to solve the
10 projected deficit and make important
11 investments. The School District is
12 projecting that without corrective
13 action, its deficit would climb to over
14 900 million by FY23. We propose to
15 increase the City's direct contribution
16 to the District by a total of 100 million
17 over five years. An adjustment to
18 slightly slow down our previously planned
19 wage tax reductions will generate an
20 additional \$340 million. Finally, we
21 propose an increase to the property tax
22 rate of 4.1 percent rather than the 6
23 percent that we had originally assumed
24 would be needed to close the gap. In
25 combination, the increased revenue from

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 our growing property tax base and the
3 revenue from the property tax increase
4 will generate \$530 million for the
5 District over five years. Overall, this
6 package will provide 966 million in
7 funding to the District over the course
8 of this Plan.

9 On average, assessments have
10 grown 11 percent, and the impact on
11 individuals will vary depending on what
12 happens with the assessment on their
13 specific property. Our original proposal
14 included a commitment to protecting low
15 and middle-income homeowners, including
16 through a proposed increase to the
17 homestead exemption. Now that the
18 certified property assessments are higher
19 than we anticipated when we proposed the
20 budget, we would like to increase the
21 homestead exemption from the current
22 \$30,000 of assessed value to \$45,000 to
23 provide additional relief to homeowners.
24 We propose to offset the cost of this
25 increased homestead for the District

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 through an increase in the real estate
3 transfer tax to a local rate of 3.413
4 percent from the current 3.1 percent.
5 All of this revenue will now be used to
6 cover the cost of the homestead exemption
7 and, therefore, the proposed rate is
8 slightly lower than our original
9 proposal.

10 We understand that these
11 increases and rate adjustments are tough
12 decisions for City Council as you balance
13 the need to fund our schools with
14 preventing financial hardship for our
15 residents. However, we strongly believe
16 that providing this funding for
17 Philadelphia schools is the most
18 significant investment we can make to
19 provide for the long-term strength of our
20 economy and lowering of our high poverty
21 rate. This proposal means that no one
22 group of taxpayer shoulders all the
23 burden. In fact, for a median homeowner
24 with a home assessed at \$128,000, the
25 property tax increase, combined with the

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 increased homestead exemption, will
3 result in a savings on their property tax
4 bill if their assessed value did not
5 change.

6 Although our proposal for the
7 District is the most significant proposal
8 in the Five Year Plan, the Administration
9 does include other key investments that
10 will be used to strengthen the City. In
11 partnership with City Council, over the
12 last two years we have been able to
13 provide 2,700 pre-kindergarten slots to
14 three and four-year-olds all across the
15 City, and our Five Year Plan shows our
16 intention to grow the number of slots to
17 5,500 by FY23.

18 With the beverage tax lawsuit
19 still pending, our ramp-up is slower than
20 we had originally hoped, but we are fully
21 confident in our case. As you all know,
22 additional beverage tax receipts for
23 pre-K have been placed in reserve while
24 the lawsuit is pending. When the lawsuit
25 is finally resolved in our favor, we will

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 spend the funds that we have placed in
3 reserve, focusing on improving the
4 capacity and capability of our early
5 childhood providers to expand the number
6 of slots in high-quality pre-K
7 classrooms. Likewise, thousands of
8 Philadelphia students and families have
9 benefited from our 12 community schools,
10 and by the end of the Plan, we'll have
11 grown these to 20.

12 Finally, we are happy to
13 provide additional resources for the
14 Community College of Philadelphia in this
15 Plan. We believe this shows the
16 Administration's commitment in education
17 from our youngest Philadelphians in pre-K
18 all the way through adults attending
19 college.

20 The Five Year Plan also
21 addresses Philadelphians' safety.
22 Resources have been proposed for the
23 Police and Fire Departments to expand
24 personnel, allowing the Police Department
25 to reach and maintain a sworn strength of

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 6,525 and the Fire Department to add
3 additional firefighters and paramedics,
4 as well as dedicated training and safety
5 positions and restore field technicians.
6 The Plan invests in violence prevention
7 programming to support efforts to keep
8 our young adults safe and in criminal
9 justice reforms in partnership with the
10 DA, the Courts, the Defender Association,
11 and the MacArthur Foundation. The Plan
12 also adds funding for DHS to keep our
13 most vulnerable children safer, with
14 investments in foster care providers and
15 additional caseworkers to keep families
16 intact. An additional \$2 million in
17 annual investment in demolitions for L&I
18 will also make a huge dent in removing
19 imminently dangerous properties from our
20 neighborhoods.

21 In response to one of the other
22 major crises that our city is grappling
23 with, the Plan includes additional
24 investments to combat opioids, with
25 funding for homeless respite and housing

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 first programs, additional naloxone,
3 working with physicians on
4 medication-assisted treatment, and police
5 diversion programming. To address the
6 City's homeless population, \$1 million
7 annually is proposed for the Hub of Hope,
8 which, as many of you have witnessed
9 firsthand, is providing high-quality
10 services which are already having a
11 positive impact.

12 The Five Year Plan and Capital
13 Program also provides resources to
14 improve our streets and further the goal
15 of Vision Zero to end traffic fatalities.
16 By repaving 131 miles annually by the end
17 of the Capital Program, residents and
18 visitors will notice a significant
19 improvement in the streets. By
20 redesigning streets and sidewalks and
21 incorporating traffic-calming measures,
22 all of the users of our streets -
23 pedestrians, bicyclists, and drivers -
24 will have safer journeys along
25 Philadelphia's roads.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 We have set aside 225 million
3 for future labor agreements and have also
4 maintained a reserve for potential
5 federal and state funding cuts that was
6 included in last year's budget. There
7 are many other investments that the Mayor
8 would have liked to include in this
9 budget, but with all of these crucial
10 investments in our Plan, our fund
11 balances are hundreds of millions of
12 dollars below where we should be. Our
13 fund balance dips to a low of 37.8
14 million in FY22, and we have assumed
15 moderate economic growth throughout our
16 revenue projections. If there is a
17 recession, we have limited reserves from
18 which to pull to preserve our budget's
19 funding for crucial services. We will
20 continue to focus on maintaining and
21 reducing spending levels during the
22 fiscal year to control costs more tightly
23 and will carefully monitor revenues and
24 make adjustments as necessary.

25 Perhaps as large a financial

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 challenge as our low fund balances is the
3 funded status of our pension fund. The
4 latest actuarial report shows that the
5 funding percent is about 45. That low
6 funding percent is coupled with
7 increasing costs to the General Fund.
8 The pension costs will eat up over 15
9 percent of the FY19 budget. As you know,
10 the Administration has developed a
11 multi-part plan to address the pension
12 challenge. First, we are increasing the
13 resources that we are putting into the
14 fund. Over the life of the Plan, we're
15 projecting that the sales tax will
16 generate 290 million for the pension
17 fund. In addition, the Pension Board has
18 substantially lowered the costs of its
19 investments while increasing returns. We
20 have also made important changes with our
21 union partners that will help get the
22 funding percent over 80 percent in 13
23 years. So far, those changes have been
24 applied to members of DC 33, the FOP,
25 correctional officers, and deputy

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 sheriffs. That means that the reforms
3 apply to over 17,000 employees, and we
4 are hoping to apply those changes to all
5 City employees in the near future.

6 We look forward to working with
7 Councilmembers as we discuss our budget
8 proposal. Thank you for the opportunity
9 to testify, and we and the other members
10 of the Administration here today are
11 available to answer any questions you may
12 have.

13 Thank you.

14 COUNCIL PRESIDENT CLARKE:

15 Thank you. Thank you, Ms. Slusser, and
16 thank you and the Administration for its
17 continued commitment for education. As
18 we know, that's probably the most
19 significant thing that we can do, is
20 enhance our educational opportunities for
21 our young people and our older people
22 too, because we need to -- with the
23 workforce development strategy, I think
24 that we'll put ourselves in a much better
25 place to deal with the adult population.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 Real quick. Did we recently
3 get a downgrade?

4 MR. DUBOW: Yes. S&P
5 downgraded us on Friday from --

6 COUNCIL PRESIDENT CLARKE:
7 That's pretty recent, yeah.

8 MR. DUBOW: It was pretty
9 recent, yeah. From A plus with a
10 negative outlook to A with a stable
11 outlook. And in giving us the downgrade,
12 they focused on our low fund balances,
13 talked about our pension challenges, and
14 the uncertainty about School District
15 funding.

16 COUNCIL PRESIDENT CLARKE: In
17 terms of the pension, I mean our pension,
18 because of the significant amount of the
19 workforce opting for hybrid, haven't we
20 had an uptick in our pension environment,
21 particularly given the returns on our
22 investments based on an increased stock
23 market so that it should not impact it
24 any more negative than it has in the
25 recent past, right?

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 MR. DUBOW: And they've
3 acknowledged that there's some progress
4 that we've made. I think they want to
5 see what happens with the rest of the
6 workforce before they give us full credit
7 for making pension changes.

8 COUNCIL PRESIDENT CLARKE: All
9 right. But it's primarily our low fund
10 balance?

11 MR. DUBOW: I think that's the
12 key thing, but you couple that with fixed
13 costs from things like our pension costs,
14 then that adds to their concern.

15 COUNCIL PRESIDENT CLARKE:
16 Okay. Let's go to this issue with
17 respect to the property tax. So we were
18 informed and just by your testimony we
19 got an average of 11 percent increase in
20 our assessments. So my question, do the
21 revenue numbers in the Five Year Plan
22 include the increased assessments?

23 MR. DUBOW: You mean in the
24 School District projections or in the --

25 COUNCIL PRESIDENT CLARKE: Just

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 the revenue in general. There's an 11
3 percent increase in --

4 MS. ADAMS: We haven't included
5 the 11 percent increase.

6 COUNCIL PRESIDENT CLARKE: You
7 have not?

8 MS. ADAMS: No, in our Five
9 Year Plan, because we didn't have that
10 data when we put out the Five Year Plan.

11 COUNCIL PRESIDENT CLARKE: So
12 I'm assuming we're in the process of
13 updating that?

14 MS. ADAMS: Yes.

15 COUNCIL PRESIDENT CLARKE: So I
16 guess my question with that is, if we
17 kept the rate at 1.39, which was the
18 existing rate, and we adjusted or we
19 looked at the adjusted revenue based on
20 the 11 percent increase, where would we
21 be?

22 MS. ADAMS: So we had assumed
23 in the budget that we put -- that we
24 included -- we had assumed, I think,
25 about a 6 percent growth in assessed

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 value, and then it came out to 11
3 percent. So the difference of that we
4 would kind of -- we could do that
5 calculation and show you that.

6 COUNCIL PRESIDENT CLARKE:

7 Okay. But what is that, I'm saying?

8 MS. ADAMS: I don't have that
9 in front of me.

10 COUNCIL PRESIDENT CLARKE:

11 That's kind of important. I mean, you're
12 asking for a tax increase. We'd like to
13 know with just the increase in
14 assessments what the number would be, so
15 as Councilmembers deliberate around the
16 additional need for revenue --

17 MR. DUBOW: And assuming no
18 change in the homestead too; is that what
19 you're asking?

20 COUNCIL PRESIDENT CLARKE: I'm
21 just --

22 MR. DUBOW: I'm just asking --

23 COUNCIL PRESIDENT CLARKE:

24 Eleven percent increase in assessments,
25 what is that number and how is it

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 reflected in terms of dollars? At least
3 from my limited perspective, there's a
4 number associated with that, and I would
5 think that you would start at that number
6 and then determine how much you needed to
7 raise the rate to get to a number where
8 you needed.

9 MS. ADAMS: You're looking at
10 the combined City and School District.

11 COUNCIL PRESIDENT CLARKE:
12 Right. I know. So we'll have that?

13 MS. ADAMS: Yes. We can get
14 that to you.

15 COUNCIL PRESIDENT CLARKE:
16 You're working on that too?

17 MS. ADAMS: Mm-hmm.

18 COUNCIL PRESIDENT CLARKE: But
19 that's kind of important.

20 Let me ask you a question. So
21 we got a budget message and we talked
22 about a particular rate and a plan, and
23 maybe three weeks, a month later we
24 adjusted that. At what point -- I mean,
25 it's not normal in terms of a change in

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 the budget proposal that quickly. What
3 actually happened?

4 MR. DUBOW: We got the new
5 assessment numbers and they were stronger
6 than we had anticipated.

7 COUNCIL PRESIDENT CLARKE: All
8 right. So we didn't anticipate -- you
9 said you didn't anticipate remotely --

10 MR. DUBOW: No, we didn't. So
11 when OPA does the assessments, they're
12 looking at it at an individual property
13 basis. They're not really looking at
14 what it means in total, and they don't
15 really get to that until the end of their
16 process. So we really didn't have an
17 indication that the growth would be as
18 strong as it was.

19 COUNCIL PRESIDENT CLARKE:
20 Okay. Well, that's a good thing. It's a
21 good thing that we didn't see that
22 coming. Usually when you don't see
23 something coming, it ends up being pretty
24 bad.

25 MR. DUBOW: Yes.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 COUNCIL PRESIDENT CLARKE: Let
3 me ask you something. With respect to
4 the School District budget that was
5 approved by the SRC, does the School
6 District's lump sum budget include the
7 updated projections of assessments? I
8 mean, they're going to be getting
9 additional money based on assessments.
10 So do they have to go back and adjust
11 their budget?

12 MR. DUBOW: They do. Although
13 when we did our updated proposal, we did
14 include the new assessments, and the
15 numbers in our new proposal track pretty
16 closely to what they had done. So it
17 won't be much of a change to their lump
18 sum.

19 COUNCIL PRESIDENT CLARKE: On
20 the School District side?

21 MR. DUBOW: Yes.

22 COUNCIL PRESIDENT CLARKE: It
23 will not?

24 MR. DUBOW: No.

25 COUNCIL PRESIDENT CLARKE:

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 Okay. Is that from them directly?

3 MR. DUBOW: That's us from when
4 we're looking at the numbers and
5 comparing them to what the first proposal
6 was.

7 COUNCIL PRESIDENT CLARKE:

8 Okay. I want to shift gears real quick.
9 I want to talk about, unfortunately,
10 crime. A few months ago, last year, we
11 named a Special Committee on Gun Violence
12 and violence in general. Councilman
13 Johnson actually was listed as the Chair
14 from our end, and we had leading up to
15 that in the aftermath of that
16 announcement, we met with a number of
17 advocates, 30, and I was impressed and
18 excited to see the fact that there were
19 so many people who wanted to provide
20 assistance on the ground. And while I
21 welcome the increase in Police
22 Department's personnel, the simple
23 reality is you still won't be able to
24 have a police officer on every corner.
25 You got to have a street presence, and we

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 found over the history that that street
3 presence, having peers and individuals
4 who have been involved at that level,
5 have been extremely helpful. So as a
6 result of that, we moved down this path,
7 and there was a conversation about
8 looking at the existing revenues, the
9 existing expenditures for organizations
10 and groups. And although that number
11 seemed kind of high, it was something
12 like \$60 million, and I'm like going,
13 okay, that's great, but understandably a
14 lot of people from the advocacy side and
15 myself and I know Councilman Johnson and
16 Jones, we were like wondering, well,
17 where's that \$60 million going? We
18 should see some measurable results.

19 So we thought we had started a
20 process to determine where and how that
21 60 million was being spent and if we can
22 adjust it to be more productive, the
23 whole nine yards, but I really haven't
24 heard much beyond that. I know we
25 actually just had to do a transfer

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 ordinance to put some additional money in
3 Mr. Revell's budget, because we named an
4 Office of Gun Violence, with no real
5 resources.

6 So can somebody kind of tell me
7 where we are with that? Because when I
8 see an increase, a significant increase,
9 in police, I don't see a corresponding
10 commitment from a financial perspective
11 on those entities that would have to deal
12 with the on-the-street presence.

13 (Witness approached witness
14 table.)

15 MR. ABERNATHY: Good morning,
16 Councilman.

17 COUNCIL PRESIDENT CLARKE: Good
18 morning.

19 MR. ABERNATHY: Brian
20 Abernathy, Deputy Managing Director.

21 Yes. And you and I have had
22 this conversation on a number of
23 occasions. I think investing in those
24 local communities -- I think you're
25 right, investing in those community

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 organizations is important, and very much
3 thankful for Council's support in
4 increasing Mr. Revell's budget.

5 Those funds haven't been made
6 available yet despite the passage.

7 COUNCIL PRESIDENT CLARKE: What
8 funds are you talking about? The
9 transfer?

10 MR. ABERNATHY: The transfer.
11 And we're happy to have that conversation
12 going forward.

13 COUNCIL PRESIDENT CLARKE:
14 Well, all due respect, that's really not
15 enough to do anything. I'm talking about
16 the \$60 million that was alleged to be a
17 part of the annual budget and
18 appropriations for organizations that
19 deal with violence and other related
20 activities, and we were supposed to look
21 at that.

22 We had a big press conference
23 and announcement. Where are we at with
24 that? Who is in charge of that? What's
25 the process? What's the timeline?

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 Because to be honest with you, we sat in
3 front of some folks who were extremely
4 committed and we kind of like promised
5 them -- and I know a lot of people don't
6 take politicians' promises too seriously,
7 but I kind of like want to keep my
8 promise to this group of people. They
9 were very serious about it. And we're
10 getting a lot of calls and a lot of
11 inquiries about where you guys at with
12 that.

13 MR. ABERNATHY: And we're still
14 committed. It has taken us longer than
15 we had anticipated. It's been a heavier
16 task, and I believe we're on target for
17 May for our first initial review, and
18 we're happy to provide any information on
19 that current review to you that we can.

20 COUNCIL PRESIDENT CLARKE: You
21 want to start the first review in May?

22 MR. ABERNATHY: No. The first
23 review has been ongoing. And that \$60
24 million number we actually believe is
25 much less. I think we're in the \$30

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 million range -- \$13 million range.

3 COUNCIL PRESIDENT CLARKE: I
4 mean, that's the number that you all put
5 out there, the 60 million. I thought it
6 was like -- I didn't think it was
7 realistic, but I'm saying, hey.

8 MR. ABERNATHY: No.
9 Understood. And I think there's a lot of
10 programs that are considered violence
11 prevention, a lot of programs that are
12 considered violence intervention, a lot
13 of programs that could be considered
14 either one, and I think as we tried to
15 look at that universe, that's a big
16 universe. And I think when we really got
17 down to it about what is actually
18 happening on the ground in the
19 neighborhood and in the community, it's
20 around 13 million. And, again, that
21 review of those programs should be
22 complete in --

23 COUNCIL PRESIDENT CLARKE: So
24 May what? We're on the limb on this, I
25 just want to tell you. Mr. Revell.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 (Witness approached witness
3 table.)

4 MR. REVELL: Good morning,
5 everybody, Council President.

6 COUNCIL PRESIDENT CLARKE: Good
7 morning, sir.

8 MR. REVELL: Okay. Let me
9 backtrack a minute.

10 COUNCIL PRESIDENT CLARKE: Just
11 give your name for the record.

12 MR. REVELL: I'm sorry.
13 Shondell Revell, Executive Director for
14 Office of Violence Prevention.

15 Let me backtrack for a minute.
16 When we first started out, the number was
17 around \$60 million, but after looking at
18 the programs that fell under the purview
19 of violence prevention, it evened out to
20 around 13 million.

21 The first part of the process
22 has been completed. We have a six-month
23 report that we can provide. And going
24 on, the second part, which is the most
25 crucial part, is looking at how these

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 funds directly impact the community. So
3 we're going out into the community and
4 talking to the community to see how, for
5 one, are they aware of the organizations,
6 because a lot are two blocks away from
7 where they live and we found out that
8 most people aren't aware. So looking at
9 that and looking how we can kind of go
10 into the new fiscal and reorganize the
11 funds, we have to make sure that the
12 funds are aware to the community.
13 Holding an array of community focus
14 groups, for lack of a better word, is one
15 approach we're trying to take.

16 So we will have some progress
17 by the end of this fiscal year, like the
18 end -- by June or right around May at the
19 very latest.

20 COUNCIL PRESIDENT CLARKE: All
21 right. So this is -- and thank you for
22 that. A couple of things with respect to
23 your response. One, timing. We will
24 hopefully conclude our budget process no
25 later than early June, and I'd be

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 concerned that if we got at the end of
3 the fiscal year some recommendations that
4 would need -- that would cause us to move
5 money around or do transfer ordinances or
6 whatever, re-appropriate dollars. So
7 having the fiscal year as the timeline
8 for that is problematic for us in our
9 capacity, because once we appropriate
10 money, it's out of our hands. The
11 Administration can choose to spend it,
12 not spend it, the whole nine yards. So
13 that timeline doesn't work in terms of us
14 being able to feel comfortable about
15 dealing with those individuals.

16 Second, with respect to your
17 reference to the community, does that
18 include or is it primarily the group of
19 people that we met with on a couple of
20 occasions? I know Councilman Johnson
21 with his committee has had ongoing
22 dialogue with those individuals. Or is
23 it some other group?

24 MR. REVELL: No. It does
25 include them, but I think the bigger

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 picture is, it includes individuals and
3 organizations that I've been meeting with
4 since I came into the office, that small
5 mom and pop shops that are doing great
6 work in the community that haven't been
7 funded, that we haven't recognized. I
8 think those are the individuals as well
9 that we need to kind of empower.

10 That's really part of the
11 bigger conversation, that how are we
12 going to include these individuals who
13 are doing good violence prevention work
14 in the community that we haven't
15 recognized, along with those individuals
16 that we met.

17 COUNCIL PRESIDENT CLARKE: It
18 sounds like you're suggesting that, one,
19 the group that we met with were not
20 relatively small mom and pop. There were
21 small groups. I mean, most of these
22 people that we met with, frankly, weren't
23 getting appropriations from us. I
24 mean --

25 MR. REVELL: They were, but I

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 don't want to just focus on the
3 individuals that came to our meeting.
4 What I'm saying is, we broadened the
5 spectrum to look at individuals who had
6 no -- who didn't even know of our meeting
7 in the community, who haven't asked for
8 funding, that was just giving simple
9 technical support to, or even figure out
10 how can we replicate what they're doing
11 in a bigger scale, you know, in different
12 parts of Philadelphia.

13 COUNCIL PRESIDENT CLARKE:

14 Okay. Because I don't want to abuse the
15 Chair's --

16 MR. ABERNATHY: Council
17 President, I do want to make a commitment
18 to you that we will get you a draft
19 report in May so you can consider --

20 COUNCIL PRESIDENT CLARKE: Can
21 you accelerate that?

22 MR. ABERNATHY: Yes, sir.

23 COUNCIL PRESIDENT CLARKE:

24 Because I really would like to be in the
25 position to have this be a part of this

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 debate.

3 MR. ABERNATHY: Yes, sir.

4 COUNCIL PRESIDENT CLARKE: So
5 if you can just give us a snapshot of
6 where you are like soon, and then we can
7 work on concluding the rest of it.

8 MR. ABERNATHY: Yes.

9 COUNCIL PRESIDENT CLARKE: All
10 right. Thank you.

11 I'm going to give up the mic.
12 I was taught by my predecessors to never
13 abuse the mic when you're chairing a
14 budget hearing.

15 The Chair recognizes Councilman
16 Jones.

17 COUNCILMAN JONES: Can we have
18 them come back up. Just a quick
19 question, quick question. And the
20 question is, by the time you get up
21 here -- first of all, good morning and
22 good morning to all of the dedicated
23 public servants I see in the audience
24 today. I want to thank you personally,
25 because I've called most of you about one

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 thing or another, and you have not not
3 returned my calls. So that's amazing to
4 me. So thank you for that.

5 What I want to ask real quick
6 is, have you applied for funding under
7 the Pennsylvania Crime and Delinquency
8 Committee up in Harrisburg? Have you
9 applied for funding grants for any of
10 these groups?

11 MR. REVELL: No, we have not.

12 COUNCILMAN JONES: All right.
13 They do \$83 million of appropriations
14 every year funneled from the federal
15 government. So if we can connect the
16 dots and make those kinds of appropriate
17 uses, meet those kinds of available
18 funding, it will make your life a lot
19 easier.

20 MR. REVELL: I do appreciate
21 that.

22 COUNCILMAN JONES: I see the
23 expert coming up.

24 MR. REVELL: Yes, she is.

25 (Witness approached witness

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 table.)

3 COUNCILMAN JONES: I got it.

4 MS. WERTHEIMER: Julie
5 Wertheimer, Chief of Staff, Criminal
6 Justice, Managing Director's Office.

7 Good morning, Councilman.

8 COUNCILMAN JONES: Good
9 morning.

10 MS. WERTHEIMER: The Office of
11 Violence Prevention is not applying this
12 cycle for the PCCD JAG grants. However,
13 we are submitting seven applications from
14 Philadelphia tomorrow to the Commission.

15 COUNCILMAN JONES: Would that
16 have anything to do with what the
17 President and Councilman Kenyatta Johnson
18 on gun violence prevention? Are any of
19 those appropriate seven applicable to
20 what they're talking about?

21 MS. WERTHEIMER: There are not
22 direct applications focused on the work
23 of the Office of Violence Prevention at
24 this time. There are focuses on other
25 areas. However, we do know that a number

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 of Philadelphia-based organizations are
3 going to be receiving funding from PCCD
4 separate from this grant application
5 process.

6 COUNCILMAN JONES: So
7 connecting those dots might be a source
8 of funding for them. We do a lot of that
9 appropriation monthly. So take a look.

10 MR. REVELL: I agree. Thank
11 you.

12 COUNCILMAN JONES: I want to
13 shift to my question, but you made me go
14 there, so can I start my clock now?

15 COUNCIL PRESIDENT CLARKE: No.
16 Your clock has started, Councilman.

17 COUNCILMAN JONES: Then very
18 quickly, we have been looking at and we
19 aren't surprised by the request of the
20 Administration to take a hard look at
21 property taxes and its increase as a way
22 to meet the gap for education, but
23 according to this budget submitted, I
24 think 47 percent of Philadelphia's
25 General Fund comes from wage taxes and

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 the like; is that correct?

3 MR. DUBOW: Yes.

4 COUNCILMAN JONES: All right.

5 So I kind of want to know on that end of
6 the ledger how we are going about
7 recruiting new people to pay these taxes,
8 because at this point based on what I'm
9 hearing from polls, it's not being well
10 received out there about 6 percent on
11 stranded folk that cannot leave and that
12 kind of increase on their real estate.

13 So when you went after Amazon,
14 which I think was like teamwork in its
15 best example, how many other examples of
16 that are we going after companies to
17 increase the tax base so that we don't
18 have to put the tax burden on real
19 estate?

20 MS. SLUSSER: So I think that
21 what you saw with the Amazon proposal was
22 sort of what the Commerce Department does
23 every day, but a little bit on steroids
24 because it was such a large project to go
25 after, and I think that they have since

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 sort of -- the time crunch and the sort
3 of size of that project really, as you
4 mentioned, harnessed a lot of energy
5 around the City from different partners,
6 and since the initial proposal went out
7 on Amazon, those partners have sort of
8 figured out how to use that initial
9 proposal as a new type of business
10 development strategy for any other type
11 of business. And as we went into that
12 process, we understood is there a great
13 shot of us getting Amazon? Hopefully.
14 But is this an opportunity for us to also
15 promote the City as a great place to come
16 and do business for companies that aren't
17 as large as Amazon but are looking for
18 new headquarters or looking for all of
19 the sort of different assets that the
20 City brings in terms of our talent pool,
21 in terms of affordability, and in terms
22 of all the other sort of great things
23 about our city? It was an opportunity to
24 reach out to others, not just Amazon.
25 But they are constantly involved in those

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 types of business development projects
3 every day.

4 COUNCILMAN JONES: So that kind
5 of effort, I know you can't always say
6 what companies we're going after, but to
7 give us some indication that that same
8 kind of effort is being applied and then
9 not just to the usual suspects of the
10 Navy Yard. There are other industrial
11 parcels that are out there that can
12 benefit from the attraction not just of
13 Amazon but the other 499 Fortune 500
14 companies that might be looking for a
15 location.

16 I figured you'd get up here
17 some time before my time ran out.

18 (Witness approached witness
19 table.)

20 MR. EPPS: Good morning,
21 Councilpeople. Director of Commerce,
22 Harold Epps.

23 A couple things. Number one
24 is, we de-Amazoned the proposal, I don't
25 know, a couple months ago and we have

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 used it in a very significant way to
3 recruit others. We are in the process of
4 other negotiations. We continue to look
5 to the suburbs to say to companies --
6 Vanguard would be one example -- we're
7 not necessarily looking for you to move
8 your corporate headquarters to
9 Philadelphia, but because of the talent
10 wanting to be in the City, we're asking
11 them to consider satellite offices.

12 With the creation of co-working
13 space, we've had some pretty significant
14 success of recent, in addition
15 international companies that have moved
16 to Philadelphia. We have a new outwardly
17 focused, cross-functional team looking to
18 take the Amazon presentation, again
19 de-Amazon it, and make it very proactive
20 and strategic about telling the
21 Philadelphia story.

22 So we are very confident and we
23 have a pretty significant pipeline that
24 of course we can't negotiate in public,
25 but you will be encouraged by what you

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 will see in the latter part of this year
3 and next year about new companies in
4 addition to Amazon. And, by the way, as
5 relates to Amazon, we still think we have
6 a very good chance to win it.

7 COUNCILMAN JONES: Well, on
8 Inside Story yesterday, they kind of gave
9 us a lower ranking.

10 COUNCIL PRESIDENT CLARKE: That
11 still comes on?

12 COUNCILMAN JONES: That still
13 comes on.

14 According to them, I think it
15 was the Brookings Institute and the
16 Washington Post ranked us in some ways
17 that wasn't complimentary. I don't agree
18 with the Washington Post because they
19 aren't honest brokers because their city
20 is in competition.

21 MR. EPPS: And they have three
22 locations in it.

23 COUNCILMAN JONES: So we're
24 going to discount that. But on those
25 measurements, we need to constantly be

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 trying to improve those measurements.
3 They talked about crime, they talked
4 about -- I knew they were wrong when they
5 said something about the restaurant scene
6 in Philadelphia as one.

7 MR. EPPS: Well, you know,
8 human beings write those stories and
9 produce those shows, but I will say that,
10 again, if you look at any of those
11 measures and ask yourself are we better
12 than we were last year, three years ago,
13 five years ago, and the answer across the
14 board is yes. So we could always go
15 faster, but my mantra is, yes, we're
16 going in the right direction, but of
17 course we definitely need to go faster.
18 But we're still encouraged.

19 COUNCILMAN JONES: So, finally,
20 because I know my clock is running, as we
21 look to the Amazons -- and it's common
22 knowledge now that I was probably the
23 last person to sign off on the letter,
24 and it wasn't because I don't like
25 Amazon, but as my colleague talks about

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 affordable housing strategies, unintended
3 consequences, when you bring 50,000
4 approximate employees that make over
5 \$100,000, that tips the scale in the
6 rental market in a difficult direction
7 for people, and I think it's 33 percent
8 live below \$25,000 that cannot afford
9 some of these rental increases. So I'm
10 hoping that as you plan to bring in
11 prosperity, it is not to the chagrin of
12 people who are here, but in fact are
13 designed for people who can take
14 advantage of those economic
15 opportunities, those jobs, and working to
16 make sure that we don't gentrify our way
17 to the future. And I know you care about
18 that --

19 MR. EPPS: Absolutely.

20 COUNCILMAN JONES: -- having
21 had conversations with you.

22 MR. EPPS: Let me just make one
23 comment and, that is, our counterpart
24 Anne Fadullon is somewhere in this room
25 and she is more than capable of talking

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 about all of the programs that we do have
3 to try to mitigate it. I think we all
4 know that we won't stop gentrification.
5 But back to one of the core issues that
6 the companies, no matter whether the
7 Amazon and others talk about, is
8 education and talent pipeline. So this
9 whole budget is based upon the premise we
10 must be very expeditious in improving our
11 education and talent pipeline.

12 COUNCILMAN JONES: Thank you,
13 Mr. President.

14 COUNCIL PRESIDENT CLARKE:
15 Thank you, Councilman.

16 The Chair recognizes Councilman
17 Johnson.

18 COUNCILMAN JOHNSON: Thank you,
19 Council President.

20 Good morning, Jane.

21 MS. SLUSSER: Good morning.

22 COUNCILMAN JOHNSON: Good
23 morning, Rob.

24 MR. DUBOW: Good morning.

25 COUNCILMAN JOHNSON: Thank you

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 for your presentation. I just want to go
3 over a couple small things regarding the
4 proposal to fund the School District and
5 just make sure I have the proper
6 information as we move forward.

7 One, is there a proposal to the
8 state for any level of funding from our
9 General Assembly? Is there anything
10 official proposed by the City of
11 Philadelphia from our representatives in
12 Harrisburg to provide funding as a part
13 of this budget? That's the first part of
14 the question.

15 And the second part is, can you
16 elaborate on the comment, Jane,
17 specifically about the lawsuit and how
18 would that lawsuit impact additional
19 funding for the School District of
20 Philadelphia.

21 And then the last part of the
22 question, Rob, is the 11 percent property
23 assessment increase, I want to know the
24 exact amount that we will be bringing in
25 as it relates to the 11 percent property

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 assessment, but also do you have that
3 number broken down by district?

4 Thank you.

5 MR. DUBOW: So on the last
6 part, we're doing the
7 district-by-district analysis now and we
8 would like to sit down with
9 Councilmembers later this week and go
10 through each of your districts so that
11 you can see what happened.

12 On the first part, the School
13 District's budget and Five Year Plan
14 assumed the Governor's proposal. So that
15 what we would really want is to ensure
16 that what the Governor has proposed is
17 what gets enacted by the General
18 Assembly.

19 COUNCILMAN JOHNSON: So for the
20 record, there is no official proposal
21 from the City of Philadelphia. We're
22 taking our lead from the Governor, what
23 he proposes?

24 MR. DUBOW: This year, that's
25 correct, yes.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 MS. SLUSSER: Yes. And part of
3 that has to do with sort of with the move
4 to local control, we understood -- we
5 sort of took a look at the assessment of
6 how likely it would be that we could see
7 a large increase to help fill this
8 deficit from the state in this year and
9 did not feel confident that that would
10 happen particularly in a year in which
11 the City is taking back local control.

12 We do feel, as I mentioned,
13 that this helps us provide the District
14 with stability, but it is not adequacy.
15 However, we I think halfway through the
16 local control process had the news on the
17 lawsuit, which was great news, but we
18 still know will take a period of time to
19 be fully resolved. And so it wasn't
20 something that we felt confident we could
21 expect to come in in a way that would
22 provide us with the same stability that
23 this package proposes.

24 I really see this giving us the
25 stability that the District needs to

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 continue the advances under their current
3 plan and that it also enables us to be in
4 a different type of position to go to the
5 state to lobby for more funding later and
6 to really reap the benefits of that
7 lawsuit being settled by having
8 additional investments, because as we
9 said, this is not really about adequacy.
10 This is just about stability at this
11 point, and we know that our schools can
12 use that additional funding and look
13 forward to a day when we're getting more
14 of that from Harrisburg.

15 COUNCILMAN JOHNSON: Do we have
16 the specific dollar amount that the
17 Governor is proposing?

18 MR. DUBOW: We can get you
19 that. We have it. We can get you that.

20 COUNCILMAN JOHNSON: I just
21 want to state just for the record in
22 terms of the work that we do here in this
23 body and I think it's commendable that
24 the Administration has stepped up and
25 said we're going to totally focus on

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 funding education from a local level, but
3 also when I talk to my colleagues in
4 Harrisburg and we had a lousy discussion
5 last week as it relates to bringing
6 additional funding back to the City of
7 Philadelphia, we need to increase that
8 level of communication, because right now
9 they think that they have no marching
10 orders, and my response was we shouldn't
11 have to ask you to have marching orders
12 for the children here in the City of
13 Philadelphia. It should just be natural
14 to step up to the plate. But also being
15 a former state legislator in Harrisburg,
16 I do understand the environment where
17 they look at the City of Philadelphia as
18 a whole that wastes funding and the
19 children don't deserve it, but when they
20 see the leadership stepping up to the
21 plate and saying regardless of how much
22 we're putting on the table, you still
23 have a responsibility to step up and also
24 put something on the table because it's
25 constitutionally mandated, it just sends

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 a different message in the halls of
3 Harrisburg, because beyond that, they're
4 looking at it as, well, we don't have the
5 stigma that y'all need any funding;
6 therefore, the legislators who are
7 advocating on our behalf really don't
8 have the type of support that they need.

9 So whatever the strategy is, I
10 think there needs to be an open level of
11 dialogue and communication, because right
12 now that's not what's going on and it's
13 been somewhat contentious between members
14 of the legislative body in Harrisburg and
15 the City of Philadelphia, at least from
16 the conversations that I've been having.
17 So that might be a different approach in
18 terms of helping us as we move forward.
19 That's all.

20 But I would like to see those
21 numbers, Rob, from the Governor's office.

22 MR. DUBOW: We'll get them.

23 COUNCILMAN JOHNSON: Thank you.

24 COUNCIL PRESIDENT CLARKE:

25 Thank you, Councilman.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 The Chair recognizes Councilman
3 Green.

4 COUNCILMAN GREEN: Thank you,
5 Council President.

6 Good morning. I have a number
7 of questions in reference to the budget.
8 I'll start. I'll ask some of the
9 questions and then listen for your
10 responses.

11 So looking in the budget
12 testimony on Page, I believe it's, Page 3
13 of your testimony, you talked about
14 making an investment from a public safety
15 perspective, but looking at last year's
16 proposed budget, I believe the actual
17 revenue of last year's initial proposed
18 budget was 4.3 billion but a spend of
19 4.4. This year's budget looks like it's
20 a proposed revenue of 4.61 but proposed
21 expenses of 4.69, but we're talking about
22 making a significant amount of
23 investments in reference to hiring people
24 for the City.

25 My question is, where is the

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 aspect of program-based budgeting? And
3 when we're talking about increasing even
4 at a 4 percent tax increase and a
5 reduction or a slowing of the wage tax
6 cuts as well as a real estate transfer
7 tax increase, how do we juxtapose hiring
8 additional people and making those type
9 investments when we're asking the
10 citizens to pay more taxes? That's
11 question one.

12 Question two, looking at the
13 Five Year Plan, it looks like it's about
14 \$282 million being allocated for a
15 federal funding reserve. I know we also
16 have a \$225 million labor reserve. Just
17 last week, Congress passed a \$1.3
18 trillion omnibus appropriation bill,
19 which has some significant increases; for
20 example, like CDBG dollars going from 3
21 billion to 3.3 billion. So I guess my
22 question is, do we need to have that
23 level of a federal funding reserve
24 through all years of the Five Year Plan?

25 Then also a question I had in

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 reference to the Capital Program, you
3 mentioned on Page 4 of your testimony
4 Vision Zero, but I didn't see any other
5 type of investments regarding that
6 Capital Program. So I'm curious in
7 reference to that if that will be held
8 maybe tomorrow, because I don't see that
9 information in your testimony.

10 MS. ADAMS: So I'll start
11 answering some of the questions and
12 then --

13 COUNCILMAN GREEN: One last
14 question. I'm sorry. One last question.
15 What is the break-even number of students
16 that the School District needs to have at
17 any point during the year in order to
18 break even?

19 MS. SLUSSER: What was that?

20 COUNCILMAN GREEN: The
21 break-even number of students that need
22 to be enrolled in the School District in
23 order for them to break even.

24 MS. ADAMS: I'm not sure I can
25 answer about the School District

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 break-even number. I think we'd have to
3 get back to you on that one. We'll ask
4 the School District for that detail.

5 For FY19 we have 31 departments
6 who are now going to be enrolled in
7 program-based budgeting. And so when you
8 get the budget detail, you'll see the
9 breakout by programs. I know that was
10 one of your questions related to your
11 first part of your question.

12 COUNCILMAN GREEN: You said the
13 budget detail. That's something that we
14 normally get --

15 MS. ADAMS: You should get that
16 this week.

17 COUNCILMAN GREEN: This week,
18 after the budget hearings got started?

19 MS. ADAMS: Well, normally it's
20 sort of -- this came out like a little
21 earlier than we anticipated. We also had
22 the snowstorm, so it delayed us a little
23 bit, but you should get the PDFs of the
24 departments on Wednesday today, so you'll
25 be able to look at the detail before

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 their hearings on Wednesday.

3 COUNCILMAN GREEN: But you said
4 for FY19 31 departments are doing
5 program-based budgeting?

6 MS. ADAMS: All together
7 between '18 and '19 there will be 31
8 departments who are now participating in
9 program-based budgeting, and so you'll
10 see the breakout of the expenditures by
11 program rather than division. And so
12 you'll see also performance metrics that
13 go along with those, any revenues, and
14 also the change from one year to the next
15 with program-based budgeting. So I think
16 you can also then see as we've made our
17 investments in the Five Year Plan, you
18 can see the change that we anticipate in
19 terms of performance related to those
20 investments. So as you look at it,
21 you'll see that. So if we are investing
22 in a program and we -- so, for example,
23 L&I is kind of an easier example, but as
24 we've added funds for demolition, you can
25 see we anticipate increasing the number

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 of imminently dangerous properties
3 demolished by that increased investment.
4 And you'll see that throughout the Plan
5 and in the budget detail where we show
6 any of our investments or even any of our
7 cuts how that impacts the performance
8 metrics, and you'll see that clearly in
9 the budget detail.

10 We also included some of that
11 in the Five Year Plan. So if you look at
12 in the Five Year Plan, we have
13 performance metrics for each department,
14 and they have been adjusted based on what
15 our investments and our cuts are included
16 in the Five Year Plan. And so you can
17 see that hopefully pretty clearly broken
18 out by department those performance
19 metrics that we think are going to have a
20 material impact that are also shown in
21 the Five Year Plan.

22 I think -- and then the rest of
23 your -- I just want to make sure I'm
24 understanding the rest of your first part
25 of your question, where our increases

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 are.

3 COUNCILMAN GREEN: You answered
4 the easiest question first, but I'll
5 follow up regarding the federal funding
6 reserve, which based on my numbers is
7 about \$282 million proposed over five
8 years. Considering that there's been an
9 increase to CDBG in the omnibus
10 appropriation bill passed last week, do
11 we still need that level of funding?

12 MR. DUBOW: So we do believe
13 that we continue to need that reserve,
14 and while so far the President hasn't
15 been successful in implementing the kind
16 of cuts that he's proposed, I think that
17 threat remains as long as he's there and
18 I think it would be wise for us to keep a
19 reserve.

20 COUNCILMAN GREEN: And keep the
21 reserve at that level?

22 MR. DUBOW: Yes.

23 COUNCILMAN GREEN: For the five
24 years?

25 MR. DUBOW: Yes. And that

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 reserve -- looking at the scale of the
3 cuts that he's proposed, the reserve
4 would not compensate for all of them.
5 It's just a portion of it. So I think
6 that the reserve should stay at the level
7 where we have it, yes.

8 COUNCILMAN GREEN: Okay. And
9 then going back to the other question
10 regarding new hires and the increase in
11 expenditures in the last two budget
12 proposals where we're also asking for the
13 taxpayers of the City to pay for a
14 property tax -- transfer tax increase as
15 well as a reduction of the wage tax cuts.

16 MS. ADAMS: Yes. So most of
17 the increase in -- increases are related
18 to public safety, making sure that Police
19 and Fire have the necessary personnel we
20 think that is important for public
21 safety. There is also a fairly
22 significant change in the Streets
23 Department. We have added funding for
24 positions to support revenue initiatives
25 as well as for grant funding. So we know

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 that the Streets Department has an
3 ability to access greater levels of
4 federal and state funding if they have
5 those positions to be able to kind of
6 project manage different grants coming
7 in, and so we have added about 19
8 positions in Streets alone just to be
9 able to access federal funding that we
10 might otherwise not be able to utilize.
11 So part of our investments are not only
12 for revenue-generating initiatives
13 outside of public safety, but also to be
14 able to access and spend down federal and
15 state funding that we might otherwise not
16 have had.

17 We also add funding in the
18 Health Department for a -- we have --
19 it's called -- we work with the state and
20 the feds to sort of blend our city
21 funding with state and federal funding,
22 and we sort of see that return with
23 higher level of reimbursement rates. And
24 so we include -- there's about 18 million
25 of that also included in the Five Year

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 Plan, each year of the Five Year Plan,
3 related to increased sort of blending
4 Medicaid rates.

5 So most of our investments
6 either are public safety or that they
7 generate revenue either directly or
8 through ability to access other funds.
9 We tried to be really careful about not
10 increasing the general level of
11 expenditures other than those kind of
12 critical areas. We do include cuts to
13 about 15 departments included in the Five
14 Year Plan. The most significant was in
15 the Prisons Department. Due to the
16 reduced census, we were able to kind of
17 get rid of some outside housing
18 contracts. But we are trying to be very
19 cautious about not expanding too much.
20 We do have higher fixed costs. We know
21 that we have increased costs for the
22 pension fund as well as debt service, and
23 that's included in our budget, so that
24 some of the growth is there, as well as
25 the programs related to pre-K and

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 community schools that's just afforded by
3 the beverage tax revenues.

4 So those are kind of the change
5 for the last two years.

6 COUNCILMAN GREEN: And I
7 understand the need for additional
8 investments from a public safety
9 perspective and quality of life.
10 However, what's the reduction of overtime
11 if we're making those additional
12 investments in public safety?

13 MS. ADAMS: So with police, I
14 don't think we've anticipated any
15 particular reduction in overtime. Part
16 of their overtime costs are related to
17 court personnel. That doesn't change
18 even though we're expanding the number of
19 people in the sworn force. Or we have a
20 lot of demonstrations, and I know the
21 police can talk a little bit more about
22 this, but they just have to provide some
23 staffing levels every time we have a
24 protest, and we don't anticipate that
25 changing, particularly in the Plan.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 We just seem to be kind of
3 getting -- there's a lot more marches, a
4 lot more protests, and this is becoming
5 the new normal, I think, with the changes
6 that are happening at the federal level.

7 With the Fire Department, in
8 the first couple of years, we actually
9 anticipate that it will take some time
10 for the Fire Department to fully staff to
11 where they would like to be. So even
12 though we're expanding the certain number
13 of positions in Fire, it takes some time
14 to recruit and train these paramedics and
15 firefighters. And so there will be this
16 continuation of relatively high levels of
17 overtime in the Fire Department until
18 they are able to staff up appropriately.
19 So the budget allows for them either to
20 use overtime or to hire individuals. And
21 in the Fire Academy, it takes about six
22 months for individual firefighters to be
23 actually out in the streets. So even
24 though we're giving them the positions,
25 we're not going to see a reduction in

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 overtime immediately. We are
3 anticipating over the Five Year Plan
4 eventually the higher number of staffing
5 levels will be allowing us to be able to
6 reduce overtime there, but in the first
7 few years, I think it will remain
8 relatively high levels of overtime until
9 they manage to hit these staffing levels.

10 COUNCILMAN GREEN: My bell has
11 rung, but I have one last question. You
12 talked in reference to police overtime,
13 scheduling in reference to court
14 appearances. That is a management
15 perspective and also something that can
16 be addressed especially considering we
17 have a new District Attorney. From my
18 experience of being in the DA's Office,
19 often ADAs are doing subpoenas for
20 officers based on their belief who they
21 may need for that either preliminary
22 hearing or that trial. So has there been
23 any conversation with the District
24 Attorney's Office as well as the Public
25 Defender's Office regarding how we can

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 better manage overtime since based on
3 your statement we can do a better job of
4 reducing overtime based on court
5 appearances?

6 (Witness approached witness
7 table.)

8 MS. ADAMS: I think Brian is
9 going to answer that.

10 COUNCIL PRESIDENT CLARKE:
11 Thank you, Councilman.

12 MR. ABERNATHY: Thank you,
13 Councilman. Yes, we have had some
14 conversations with the District Attorney,
15 and we're optimistic that those
16 conversations will lead to long-term
17 changes in how court, specifically
18 preliminary hearings, are managed going
19 forward. But that is also a conversation
20 we have to have with the Courts, not just
21 with the District Attorney.

22 COUNCILMAN GREEN: Right. So
23 based on those conversations, do you have
24 a targeted goal for reduction of overtime
25 based on court appearances?

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 MR. ABERNATHY: We do not have
3 a targeted reduction at this point
4 because we -- again, because the system
5 isn't just us and it's not just the
6 District Attorney, it's also the Courts,
7 we need to be able to advance that
8 conversation further down the road before
9 we can identify exactly what those
10 savings will be.

11 COUNCILMAN GREEN: Well --

12 MR. ABERNATHY: They're
13 relatively early on in the conversations.

14 COUNCILMAN GREEN: Okay. But
15 it's mostly from the District Attorney's
16 perspective in reference to sending a
17 subpoena to a police officer to appear at
18 a criminal proceeding.

19 MR. ABERNATHY: One of our
20 largest drivers of overtime is
21 preliminary hearings, because officers
22 are actually required to come into City
23 Hall for those preliminary hearings.
24 Part of the conversation is with the
25 Courts to see if they would be willing to

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 have some preliminary hearings back in
3 the districts, which would in fact reduce
4 our overtime significantly. But, again,
5 that's a broader conversation that we
6 can't dictate to the Courts and one that
7 we want to work cooperatively with them
8 long term.

9 COUNCILMAN GREEN: I'll see you
10 next round.

11 COUNCIL PRESIDENT CLARKE:

12 Thanks, Councilman. Thank you.

13 The Chair recognizes Councilman
14 Domb.

15 COUNCILMAN DOMB: Thank you,
16 Council President.

17 COUNCIL PRESIDENT CLARKE:

18 You're welcome.

19 COUNCILMAN DOMB: Good morning.

20 MS. ADAMS: Good morning.

21 COUNCILMAN DOMB: I just want
22 to make a few comments. First, I want to
23 thank all of you and the people sitting
24 behind me for all your cooperation and
25 help this past year and prior. You guys

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 have been great.

3 I'm in total support of the
4 programs the Administration wants to do.
5 I have a different opinion on how we can
6 raise the money for those programs. So I
7 want to just ask a few questions, and
8 I'll get to some of the other questions I
9 have.

10 Our real estate taxes from July
11 '16 to June 2017, the City's portion was
12 586 million, which means we got about 45
13 percent and the School District got 55
14 percent. That's our 45. It increased to
15 651, which was about a 12 percent
16 increase in real estate taxes collected
17 from '16 to '17 to '18, a 12 percent
18 increase, which means the School District
19 got 80 million more, which is 400 million
20 over the next five years.

21 Where did our 64 million
22 exactly go, the delta that was raised,
23 which is 12 percent?

24 MS. ADAMS: So where does the
25 City --

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 COUNCILMAN DOMB: Where did the
3 City put our 64 million? Because we
4 raised real estate taxes 12 percent in
5 the prior year. Tax collection was up 12
6 percent.

7 MS. ADAMS: So part of that is
8 a kind of combination from increased
9 assessments as well as the collection
10 rate. I just want to --

11 COUNCILMAN DOMB: But it's
12 still the same pocket.

13 MS. ADAMS: Yes. I just wanted
14 to make sure we're on the same page.

15 So it went to our General Fund,
16 and from there we've been able to do a
17 few things. Our fund balances have grown
18 slightly. If you look at what we've
19 included as our proposed budget, our fund
20 balances have actually grown over the
21 last couple of years from what we
22 originally proposed I think in FY16. So
23 you can see some of that has fallen to
24 our fund balance. But then the rest has
25 gone into things like we know have gone

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 up in our costs, such as pension costs,
3 and then general changes in the budget.

4 We've had some labor agreements
5 that are included in the budget since
6 2016. We've had adjustments that we've
7 made in different departments' spending.
8 Would you like us to give you a specific
9 breakdown of each of those?

10 COUNCILMAN DOMB: You can give
11 me a specific. You don't have to do it
12 right now, but here's my general --

13 MS. ADAMS: We can give you a
14 specific --

15 COUNCILMAN DOMB: This is my
16 general point of view: We went up 12
17 percent. Whether you say assessments are
18 going up 11 and you're raising the rate
19 of 4.1, it's the same pocket. We're
20 raising overall another 6, ball park.
21 And it's way ahead of the rate of
22 inflation and it's way ahead of what most
23 people in the City can budget for, and I
24 guess my concern is that in the business
25 world when you need money, the first

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 thing you do is you look inside your
3 business and you eliminate or cut
4 overhead. You negotiate better. You buy
5 better. And the last thing in the world
6 is you raise prices. And government, not
7 just Philadelphia but across the board,
8 what I see is the first thing we do is
9 raise prices or raise taxes. We don't
10 always look inside as well as we can.

11 MS. ADAMS: And actually the
12 first thing that we did with the School
13 District gap, we knew there was a gap of
14 900 million that we knew we weren't going
15 to be able to fill just directly, but the
16 first place we did look was that we
17 actually increased the direct
18 contribution from the City of 20 million
19 annually -- that's the 100 million --
20 before we made any other adjustments,
21 knowing that we wanted to make sure that
22 we were not having to either reduce the
23 tax rate for the wage tax or increase
24 taxes. We looked first at our current
25 spending level, and that's where we

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 adjusted first, and then we made some
3 other changes.

4 We also needed to balance the
5 need for the School District also with
6 our need, especially around public
7 safety. And so this is a constant
8 balance and constant trade-off that we
9 grapple with too.

10 COUNCILMAN DOMB: And I'm not
11 saying I'm against any of the programs.
12 All I'm saying is how we're funding them
13 is what I'd like -- I'd like to see us
14 look inside more to figure out how we
15 have to do this. It might be -- and I
16 know we've talked about this. We're
17 doing program-based budgeting. We might
18 need to next year look at zero-based
19 budgeting to really clean out the system
20 and figure out what our real costs are.
21 I know nobody really likes to do that,
22 but that's the only way you're going to
23 get to a real budget and figure out the
24 real savings.

25 MS. ADAMS: I think part of

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 what we look at with program-based
3 budgeting is also the -- as each
4 department has been moving to
5 program-based budgeting, they examine
6 each of their activities by program to
7 really understand how to allocate their
8 current resources based on that, and I
9 think that has allowed us to really
10 look -- the way that we look at
11 program-based budgeting is not only are
12 there savings, are there opportunities to
13 find savings within each program, but
14 also can we make sure that we're using
15 our existing resources better. And so we
16 see that in terms of kind of linking
17 activities and performance metrics and
18 pushing the conversation with departments
19 as to how they can make sure that they're
20 improving outcomes for our residents and
21 they're improving the services within the
22 additional -- with the existing
23 resources.

24 Many of the -- when we meet
25 with departments, we meet with

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 departments all the time. The first
3 thing that departments have done rather
4 than making a request for additional
5 resources is, they look internally at
6 their own resources and try to look at
7 ways that they could be more efficient
8 with the current resources they have. So
9 even though some departments didn't see
10 any increase in the proposed budget, I
11 think that they've been able to squeeze
12 those existing resources by saying are
13 there positions that we don't need, can
14 we use these positions more effectively,
15 and I think you see that in the
16 performance metrics we've included in the
17 Plan. So we should see improvements in
18 services, we should see in terms of kind
19 of outcomes that we're getting for our --
20 kind of the bang for the buck by
21 departments looking first through
22 program-based budgeting about what
23 they're doing, and we really hope that
24 makes a big difference.

25 COUNCILMAN DOMB: I understand

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 what you're saying, but I don't believe
3 it. So I respect your opinion, though.
4 I believe we can find the savings. Look,
5 I've been in business 38 years. I just
6 know how you can find savings. So I
7 don't buy that. I think there's several
8 areas, and I know the Administration has
9 been supportive of collecting delinquent
10 real estate taxes. I think in the prison
11 system -- I've said this publicly --
12 there are -- I don't understand. I think
13 the MacArthur grant is great. I don't
14 understand how our budget is not going
15 down dramatically. I think there's a lot
16 of money that could be saved in a lot of
17 different areas before we go out and
18 raise taxes. And that's going to be my
19 general theme, just letting you guys
20 know, going forward. Probably no shock
21 to any of you.

22 But I don't understand. If
23 program-based budgeting is working, how
24 do you explain to the average resident of
25 the City, that they keep getting real

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 estate tax increases and other increases?
3 I would say if I'm the average resident,
4 it's not working.

5 MS. ADAMS: Well, the increases
6 that we're proposing are not for the
7 City's General Fund.

8 COUNCILMAN DOMB: Well, a
9 portion goes to the General Fund.
10 Forty-five percent of the real estate tax
11 increase goes to the General Fund.

12 MS. ADAMS: The property tax
13 rate increase that we're proposing is not
14 for the City.

15 COUNCILMAN DOMB: It's going to
16 all go to the school system.

17 MS. ADAMS: It's all for the
18 School District.

19 COUNCILMAN DOMB: And is there
20 any way to make that School District more
21 efficient in their request of the money?
22 Has anyone really looked at how that
23 money is going to be spent or invested?

24 MS. ADAMS: Yes. We work with
25 the School District pretty regularly. I

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 mean, one of the challenges actually at
3 the School District is that they spend a
4 very small amount on their overhead,
5 their administrative costs, and I think
6 if you compare them to any other urban
7 school district, I think they're probably
8 one of the lowest costs in terms of their
9 admin costs relative to other large urban
10 school districts. So it's tough because
11 I think in the last few years, they've
12 had so many cutbacks that their
13 investments in kind of the internal
14 services are very small. For us to be
15 able to look for further efficiencies
16 there is difficult.

17 I think where we're going to
18 see improvement with local control is
19 just improvement in collaboration,
20 information sharing, which we hope will
21 lead to better outcomes. So I'm not sure
22 we're going to see any large dollar
23 amount savings in the School District by
24 our kind of improved collaboration.

25 COUNCILMAN DOMB: So on the

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 school system side -- and I've said this
3 publicly too -- I don't see us teaching
4 personal financial literacy from
5 kindergarten to 12th grade. And that's
6 one course that would dramatically change
7 the path of generational poverty. Over
8 20 years it might take, but we should be
9 teaching kids from kindergarten to 12th
10 grade personal financial literacy. So if
11 you ask me to make an investment in that,
12 I'm 100 percent there. And everything
13 else, I get it, but I would like to see
14 that occur.

15 MS. SLUSSER: Yes. And I do
16 believe that the investments that we're
17 making in the School District will help
18 with that goal in terms of just basic
19 literacy, which has been a major
20 investment of the Action Plan.

21 COUNCILMAN DOMB: Right. Let
22 me ask you a question. The School
23 District's deficit goes to '23. Do we
24 know if there's a deficit in '24?

25 MR. DUBOW: So we've set -- one

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 of our goals in setting this up was so
3 that they wouldn't go to deficit in '24.
4 So if you carried it out another year,
5 they would still be positive.

6 COUNCILMAN DOMB: One other
7 question. We have 3.8 million increase
8 in this budget for the Land Bank. Is
9 this going to fund increased sales out of
10 the Land Bank increasing our tax
11 revenues, or what is the exact plan?

12 MS. ADAMS: We can have someone
13 from the Land Bank come and answer that
14 directly.

15 COUNCILMAN DOMB: You can get
16 back to me.

17 MS. ADAMS: Anne is coming
18 right now. But this is to fund some of
19 their acquisitions and part of their --
20 they have a plan that they set out, that
21 the Board has set out, and the Land Bank
22 requested 3.8 million in additional
23 General Fund, but Anne Fadullon is here.

24 (Witness approached witness
25 table.)

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 COUNCILMAN DOMB: Let me ask
3 you this question before we get to the
4 Land Bank, though. We'll come back to
5 it.

6 Based on what we know now, do
7 you think zero-based budgeting is an
8 option for us to look at next year?

9 MS. ADAMS: I think the
10 challenge with zero-based budgeting is
11 where governments have done that well,
12 they're much smaller than we are. It's
13 very difficult to do that at the county
14 and city level with the large-scale
15 departments we have.

16 We could probably look at some
17 small departments and start looking at
18 seeing what it would take to do
19 zero-based budgeting. It's a very
20 resource-heavy project, I will say, and
21 when we've looked at other cities,
22 because we examined it pretty heavily, we
23 didn't see the value.

24 A lot of the times if --
25 generally when we talked to other cities

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 and they talked about how they did
3 zero-based budgeting, the results ended
4 up being pretty similar to what they've
5 done and they didn't have the link to
6 performance, which we really felt
7 strongly that we should be able to
8 demonstrate the value.

9 COUNCILMAN DOMB: But would it
10 make sense for us to just maybe test five
11 departments that have big budgets and say
12 that those five departments, let's see if
13 you can do zero-based budgeting, let's
14 see what the results are?

15 MS. ADAMS: I think we can
16 definitely look at a couple of small
17 departments and see what it would take
18 with those small departments. I think
19 doing it with the larger departments I
20 think will take multiple years to do that
21 effectively. I don't think that you can
22 do that in a few months.

23 I really think it's actually a
24 very long-term project. I think we can
25 try looking at a couple of small

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 departments and see whether -- we can
3 test to see whether kind of the outcome
4 changes anything.

5 I think as the departments have
6 moved to program-based budgeting, they've
7 looked at all of their existing resources
8 and reallocated, which kind of gets you
9 to the same point where they can say,
10 okay, we're starting this program from
11 scratch, what needs to go into it to make
12 this program work. I think it gets to
13 the same point without quite as much of
14 an administrative burden.

15 Anne is here.

16 MS. FADULLON: As far as the
17 Land Bank budget, we can get you the full
18 breakdown of it, but what we're really
19 look for from the General Fund is to
20 cover the cost of acquiring properties
21 which are tax delinquent properties that
22 the Land Bank has the ability to get
23 through Sheriff Sale. In order to do
24 that, there was an MOU that was signed
25 between the City, the School District,

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 the Water Department, kind of almost any
3 entity that had a lien on the property,
4 and what the agreement says is that the
5 Land Bank will pay either the assessed
6 OPA value or the amount of those liens,
7 depending on whichever is less. So even
8 though that money comes to the General
9 Fund based on what we have to pay and
10 what that amount is, some of that money
11 then will get either returned to the
12 General Fund or returned to the School
13 District back. So there's a portion of
14 that that will end up recycling.

15 COUNCILMAN DOMB: Do you think
16 it's working?

17 MS. FADULLON: Honestly, I
18 think we're getting it geared up to work,
19 but I don't think it's where it needs to
20 be yet.

21 COUNCILMAN DOMB: Okay. Thank
22 you very much.

23 Thank you, Mr. President.

24 COUNCIL PRESIDENT CLARKE:

25 Thank you, Councilman. The answer to

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 your last question is that it's not
3 working because we haven't done it in
4 earnest, but I do want to commend the
5 Administration for putting a significant
6 amount, comparatively speaking, of money
7 in the Land Bank so we can genuinely move
8 ahead on equitable development.

9 MS. FADULLON: We look forward
10 to getting it up and fully operational as
11 much as anybody else does.

12 COUNCIL PRESIDENT CLARKE:
13 Thank you.

14 Thank you, Councilman.

15 The Chair recognizes
16 Councilwoman Bass.

17 COUNCILWOMAN BASS: Good
18 morning.

19 COUNCIL PRESIDENT CLARKE: How
20 you doing?

21 COUNCILWOMAN BASS: Good
22 morning, everyone.

23 So let me just start out,
24 number one, by echoing the comments of my
25 colleagues and thanking everyone who is

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 here on behalf of the Administration and
3 particularly the folks who service our
4 city. Thank you so much for all of the
5 work that you all do, and it's just so
6 valuable. And just as an example, Anne
7 Fadullon, who was just speaking, I want
8 to thank you for coming out Saturday
9 morning, spending your Saturday morning
10 with a community group that was pretty
11 rowdy. So thank you so much to all of
12 you for all of the work that you do. We
13 really couldn't do what we do without
14 you.

15 I do have a few questions, and
16 I'd like to start actually in an area I
17 was going to get to later, but I wanted
18 to bring it to the forefront, and that's
19 the fund balance. And I guess I'd like
20 to hear more about the credit downgrade
21 on Friday and shouldn't that trigger some
22 sort of a reassessment of our priorities
23 since that downgrade is going to cost us
24 money. I didn't hear anything about
25 that.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 MR. DUBOW: Yeah. First, it's
3 not clear that the downgrade will cost us
4 money. We have three ratings from credit
5 rating agencies. That was our highest
6 rating. You tend to actually -- your
7 price tends to be driven by your lowest
8 rating. So the fact that they reduced
9 our rating probably won't increase our
10 costs.

11 COUNCILWOMAN BASS: Okay.

12 MR. DUBOW: That said,
13 obviously it's not a good thing. We'd
14 rather that it not happen. We did know
15 before the downgrade that where our fund
16 balances are is an issue. It's always a
17 trade-off for us between where that fund
18 balance is and the investments that we
19 think are critical and have to be made,
20 and how we got to those specific fund
21 balances really are a result of the other
22 investments that we think we need to
23 make.

24 COUNCILWOMAN BASS: Okay. But
25 there is an internal process that says

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 that when these sorts of things happen,
3 that there is going to be additional
4 action taken by the Administration to
5 sort of begin to correct, sort of
6 corrective steps, if you would?

7 MR. DUBOW: Yes. We were
8 always kind of looking at that and always
9 mindful of what the rating agencies think
10 and where we think our fund balance
11 should be. So, yes.

12 COUNCILWOMAN BASS: Very good.
13 I wanted to ask about a couple
14 of things primarily, Jane, from your
15 statement earlier. I guess I was a
16 little bit confused. So in the beginning
17 of your testimony, you talked about the
18 stabilization of the Philadelphia School
19 District and how the investments that we
20 were going to make would essentially do
21 that, and then further down it stated
22 that this does not provide even an
23 adequate educational system. So I'm
24 wondering if you could talk a little bit
25 about that, because that is confusing.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 I'm thinking if it's stabilizing, it's
3 moving us in the right direction, that it
4 is an acceptable level of funding. And
5 then to hear that it's not an adequate
6 educational system, it's just -- to me
7 it's a mixed message.

8 MS. SLUSSER: Yeah. So what
9 we're proposing here with sort of closing
10 the deficit means that the School
11 District can continue to provide the
12 current services, that we won't have to
13 look at budget cuts, which could include
14 teachers out of classroom, nurses out of
15 schools, that type of thing. And so this
16 is sort of allowing us to continue on the
17 limited but continued progress made under
18 the Action Plan 3.0 from the District,
19 which is starting to show progress --
20 again, not as fast as we would like to
21 see -- through the execution of that.

22 When I talked about we don't
23 see this as being adequate, that sort of
24 spoke to Councilman Johnson's question
25 earlier about the need to look for more

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 resources from Harrisburg in the future,
3 but we feel like this allows us to at
4 least not turn back and to continue the
5 progress that they've made, but we feel
6 that there are opportunities for more,
7 but that's also a place where we would be
8 looking in the future for funding from
9 Harrisburg and help from Harrisburg and
10 expect to see that in the future.

11 COUNCILWOMAN BASS: Okay.
12 Another statement that you made is that
13 what we are attempting to do is to make
14 our schools attractive for current and
15 future residents, and I don't see how by
16 just maintaining, I don't see how we are
17 making our schools attractive in the
18 future. I don't see a vision for how
19 that's going to happen. And beyond that,
20 I'm wondering if you can talk about what
21 we spend in Philadelphia versus what's
22 spent in the counties. So in Lower
23 Merion, I think they spend about 10,000
24 to 12,000 more per pupil than we do here
25 in the City of Philadelphia. So with the

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 increases, how close does that get us to
3 a Lower Merion or to an Abington or
4 Radnor Township? Like how far does this
5 move the ball?

6 MS. SLUSSER: Yeah. So I'm not
7 sure if Rob knows the exact numbers or if
8 somebody else does on the comparison to
9 any surrounding counties. What we're
10 looking at really is continuing to invest
11 in the programs that have helped increase
12 early literacy rates, have seen increased
13 scores, have seen increased graduation
14 rates. So there is progress in the
15 District. I know that -- I think part of
16 it has to do with providing the stability
17 so that we can see the recent progresses
18 continue, and I think part of it is also
19 a concerted effort from all City
20 leadership in sort of turning the
21 narrative around the District. I mean,
22 we talk a lot about all these problems
23 all the time without highlighting a lot
24 of the successes. We sent a Rhodes
25 Scholar -- or we graduated a Rhodes

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 Scholar last year, and there are a lot of
3 great successes that we have that we also
4 see as part of just turning around that
5 narrative.

6 But to your point, I think that
7 there is a very clear plan laid in place
8 by Dr. Hite, and this allows us to
9 continue that. We've only seen in the
10 last two years sort of the benefits of
11 that begin. So I think it's a long road,
12 but the important thing for us is really
13 not turning back and investing more in
14 the future.

15 COUNCILWOMAN BASS: I think
16 that the citizens of Philadelphia, we
17 want a quality educational system. We
18 all want our kids to have environments
19 that are not violent, that offer the kind
20 of structure and support that help our
21 kids get the quality of education that
22 they certainly deserve. And so I guess I
23 have some concern that we're raising
24 taxes -- the proposal is to raise taxes
25 significantly, and in raising these

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 taxes, it's almost as if we have a car
3 that's not running. We still have a note
4 on it, and so we're able to make the note
5 payment. We're paying off the note, but
6 at the end of the day, the car is still
7 not running or performing as it's
8 supposed to. And so I just wanted to
9 make mention of that because, again, it's
10 a lot of funding that we're asking for.

11 And also I wanted to review the
12 numbers that were put out by the
13 Administration, because I have -- I did
14 the math and I've come up with several
15 different totals. The numbers in your
16 presentation this morning were 340
17 million in wage tax, 100 million from the
18 General Fund, and 530 million from
19 property tax, which is a total of 970
20 million. And yours was off just lightly
21 at 966. But then the Mayor when he spoke
22 to us in Council said it was around 980
23 or it could be 915 million depending on
24 how you calculate it, if you take out the
25 transfer tax increase, which in your

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 document states that that increase was
3 really just meant to offset the increase
4 in the homestead exemption.

5 So can you explain why all of
6 these numbers are so different?

7 MS. SLUSSER: Yes. There's
8 reason for confusion, which is really the
9 changes that we made based on having the
10 final numbers from the reassessments. So
11 our original allocation for the School
12 District within the budget was 980. It's
13 now 966 based on this proposal. So
14 that's a \$14 million difference over the
15 course of the five years of the Plan for
16 the School District.

17 In terms of the changes to the
18 transfer tax, in the original proposal
19 some of that was going towards the
20 District, and now that's just being --
21 it's a lower rate that's only being used
22 for the homestead exemption increase,
23 which we had originally proposed to be up
24 to 30,000 and is now up to 45. And so
25 the differences there I think really are

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 the basis of our revised proposal in
3 light of the finalized assessment values
4 because we're -- understanding that this
5 is going to -- the increase in value was
6 going to have a huge impact on
7 homeowners. We wanted to make sure that
8 we were increasing the homestead to
9 address that and also asking for what we
10 needed to fill the District's deficit and
11 not more than that.

12 COUNCILWOMAN BASS: Okay. I'll
13 come back.

14 COUNCIL PRESIDENT CLARKE:
15 Thank you.

16 Real quick. This probably will
17 be a good practice for future hearings,
18 maybe even the Capital, particularly
19 given the emphasis on School District
20 issues relating to tax increases,
21 proposed tax increases. Can we have --
22 and we're calling back the local control.
23 Can we have the School District here as a
24 part of the Five Year Plan as opposed to
25 the two days that we set aside for them

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 later on in the budget process, and also
3 as a part of the Capital, because there
4 are a lot of capital issues relating to
5 the School District, although may not be
6 directly related to our Capital, but it
7 probably makes more sense as we move
8 ahead to have them a part of the first
9 Five Year Plan. So understanding that,
10 and you probably know, we've asked for
11 Uri Monson to come over, because a lot of
12 these questions are related to the School
13 District. And I understand, just for my
14 members, he should be here sometime after
15 12:00 so we can address some of those
16 concerns that were raised about School
17 District funding.

18 Okay. Thank you.

19 The Chair recognizes Councilman
20 Oh.

21 COUNCILMAN OH: Thank you very
22 much, Council President. Still good
23 morning.

24 The funds for the School
25 District, 900 million or so, what is that

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 money going to be used for? Do you have
3 a budget of what that money is going to
4 be used for by the School District?

5 MR. DUBOW: So it's not the 966
6 million is budgeted for specific items.
7 The 966 million is to get them to
8 financial stability to allow them to
9 continue to implement the programs
10 they've been implementing that have
11 brought the successes that Jane was
12 talking about.

13 COUNCILMAN OH: To me it's a
14 little vague, and my problem is that the
15 School District has performed poorly and
16 financially irresponsibly. It's been a
17 bad system, and it's gotten worse. And
18 so the issue is that we're going to raise
19 taxes to give a poor-performing entity
20 more money, and I would like to see that
21 they provide us some specificity in terms
22 of what exactly they're going to use that
23 money for so that we could balance out
24 how much money we should give them based
25 on what the citizens can afford and what

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 our expectation is of the improvement in
3 education.

4 The other thing that concerns
5 me is while we have taken back local
6 control, we've basically implemented the
7 same system that got us in trouble in the
8 first place. There hasn't been a system
9 of best practices with transparency and
10 other things, and there isn't even an
11 equitable distribution of resources and
12 funds to underserved schools. It's just
13 the same system getting more money that
14 was mismanaged in the first place.

15 So there are great schools and
16 they've always been great, and there's
17 bad schools, they've always been bad. My
18 thing that I don't understand and I think
19 I need some explanation is, we have 84 or
20 more charter schools, which means all
21 those new buildings, which aren't
22 accounted for in the School District
23 budget, are going up with private
24 investment. There's been capital raised,
25 money spent to build new buildings, put

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 new equipment in them, and the School
3 District, while it does provide money for
4 the students, doesn't provide the rest of
5 the money; that is, the initial
6 investment of capital. The School
7 District needs still more money and is
8 facing more deficits, and after the Five
9 Year Plan and our wage PICA tax sunsets
10 and we're trying to convert that into a
11 city tax of 350 million a year and as the
12 ten-year abatement subsidies and we're
13 getting hundreds of millions of dollars
14 in, where is the money going
15 specifically? Because my opinion is that
16 the taxpayers cannot sustain this level
17 of tax increases year after year.

18 I'm curious, do you have a
19 study of basically with the tax increase
20 how it is affecting the average citizen
21 in Philadelphia?

22 MR. DUBOW: There's a lot in
23 there, so I'm going to try to cover as
24 much of it as I can. I'm going to go
25 back to kind of your first statement that

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 things in the District are getting worse
3 and that it hasn't been managed
4 responsibly. I disagree with both of
5 those comments. You can look at results,
6 things like graduation rates, literacy
7 rates, they've all been improving. And I
8 think the District can give you more
9 details on that, and if Uri is coming, he
10 can talk about that.

11 In terms of --

12 COUNCILMAN OH: I'm really
13 talking about over 16 years.

14 MR. DUBOW: I let you go. Let
15 me talk, please.

16 And in terms of their financial
17 performance, they have turned deficits
18 into positive fund balances. What
19 they're facing, though, are a number of
20 costs completely beyond their control;
21 for example, their pension costs. It's a
22 state-run pension system. They have no
23 control over it. It's gone from 5
24 percent of their payroll to over 35
25 percent of their payroll. It's a big

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 driver of what's happening to them.

3 Charter school costs, that's
4 another big driver of what's happening to
5 them.

6 So there are costs beyond their
7 control that are driving what's putting
8 them into deficit. That's not bad
9 financial management on their part.
10 Those are things that are beyond their
11 control.

12 So there's kind of fundamental
13 differences in what we view has been
14 happening over the last couple years at
15 the District.

16 COUNCILMAN OH: Okay. We
17 disagree on that, yeah.

18 MR. DUBOW: Yeah.

19 And then in terms of some of
20 the things you said about City funding,
21 I'll just make clear when you talk about
22 the PICA tax and the PICA tax going away
23 and becoming a local tax, that's a tax
24 that's in place now, that we get the vast
25 majority of that revenue now. The only

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 revenue we're not getting from that is
3 for PICA's debt service, which has been
4 reducing over time. So at the time it
5 goes away, it's probably about a \$20
6 million difference. So we're not talking
7 about \$300 million in new revenue. We're
8 probably talking about 20 million.

9 COUNCILMAN OH: Let me be clear
10 on that point. The PICA tax will sunset.

11 MR. DUBOW: So, yes. Remember
12 that the PICA tax is a portion of the
13 wage tax.

14 COUNCILMAN OH: Right.

15 MR. DUBOW: So that was city
16 wage tax money that was redirected to
17 PICA to pay off PICA's debt service for
18 as long as that debt service was
19 outstanding. That debt service goes away
20 at the end of 2023 and has been declining
21 over time. So it's not like a sudden
22 windfall in '24. It's just a little bit
23 of debt service that's left.

24 COUNCILMAN OH: Right. So how
25 we fundamentally look at it differently

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 is, I look at it as a tax upon the wages
3 of the citizens and workers of
4 Philadelphia to pay a debt from the money
5 that was borrowed, that when that debt is
6 paid off, that tax is no longer needed.
7 You're looking at it as a city tax that
8 will continue, and I understand the
9 difference, and maybe it will.

10 MR. DUBOW: And it wasn't a new
11 tax that was put in place to pay that
12 debt service. It was an existing tax
13 that was redirected. So it's not like
14 this was a new tax and its purpose was
15 just to pay debt service. It was taking
16 money that already came into the City's
17 General Fund --

18 COUNCILMAN OH: Understood.

19 MR. DUBOW: -- and using part
20 of it to pay debt service. And it was
21 never, never that all of that amount went
22 to pay debt service. Part of the reason
23 that it was segregated the way it was was
24 to give strong debt service coverage for
25 that. So it's only been a small portion

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 ever that went to the debt service. So
3 taking that all away when the debt
4 service goes away would be taking away
5 much, much more than was ever actually
6 spent on debt service. So it would not
7 be eliminating tax that had been for a
8 specific purpose.

9 COUNCILMAN OH: However,
10 that --

11 MR. DUBOW: It would be a major
12 cut in revenues that came to the City.

13 COUNCILMAN OH: Sure. The
14 revenues of that once you pay down the
15 debt is completed and as you are using
16 the money that you're not sending over
17 for City purposes.

18 MR. DUBOW: I'm sorry. Say
19 that again. I missed what you just said.
20 I didn't hear it.

21 COUNCILMAN OH: I'm just going
22 to skip this, because I'm going to run
23 out of time. Let me go to this: When
24 the state because of the School District
25 that went broke and had problems, when

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 the School District was taken over by the
3 state, the state also took over the
4 Parking Authority simultaneously for what
5 they claimed was a state need
6 constitutionally allowed because they
7 were going to fund the School District,
8 which at least according to the first act
9 when they took over the School District
10 and according to their arguments in
11 court, they were going to provide \$40
12 million a year to the schools, which they
13 have not done. And why should --

14 MR. DUBOW: We agree on that.

15 COUNCILMAN OH: Okay. And
16 here's where we may disagree. The
17 Parking Authority, now that we have the
18 School District back and all the
19 financial problems that come with it
20 after 16 years, we should get the Parking
21 Authority revenues back.

22 MR. DUBOW: Can't argue with
23 that.

24 COUNCILMAN OH: Is that a yes
25 or a no?

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 COUNCIL PRESIDENT CLARKE:

3 Councilman, put a question mark behind
4 that. I think they're suggesting that
5 that was just a statement, not a
6 question.

7 COUNCILMAN OH: No. It's not a
8 statement. I have a bill and I want the
9 Administration's support on the bill to
10 take back the on-street parking functions
11 of the Parking Authority.

12 MR. DUBOW: Yeah, we'd support
13 that.

14 COUNCILMAN OH: Oh, you do
15 support that? Great.

16 MR. DUBOW: Yeah.

17 COUNCILMAN OH: Okay. So can
18 you take the revenues of the Parking
19 Authority and offset the property tax
20 increase in your budget?

21 MR. DUBOW: No, we can't
22 because we don't control the Parking
23 Authority. So we can't do something
24 based on something that has not been
25 enacted. You need to require state

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 legislation, so we wouldn't --

3 COUNCILMAN OH: We don't
4 require state legislation. We have to
5 pass a city --

6 MR. DUBOW: No. We would
7 require state action to take those
8 revenues back.

9 COUNCILMAN OH: So there's
10 where we differ, right? We differ in
11 terms of your understanding of the law
12 and my understanding of the law in terms
13 of what we can do as a city regardless
14 and without state authority.

15 MR. DUBOW: Right. And I am
16 not a lawyer, so I would defer to the Law
17 Department on that.

18 COUNCILMAN OH: When we come
19 back, I want to understand the City's
20 policy. I understand that the properties
21 assessed 11 percent higher this year.
22 Let's say somehow it is. Is it your
23 policy that every time you assess
24 property higher than what people can
25 afford to pay, that you go ahead and tax

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 them? Do you tax them based on what they
3 can afford to pay? Do you tax them
4 because you've come up with an increased
5 property assessment that I don't
6 understand and I don't think is
7 legitimate, but how do you see the
8 property assessment and taxing policy in
9 comparison to what average citizens can
10 pay?

11 MR. DUBOW: Right. So we share
12 your concern about what that means for
13 affordability, and that is the reason
14 that we're proposing to increase the
15 homestead from 30,000 to 45,000 so that
16 it will help offset some of that growth
17 and make it easier for people to pay
18 their property tax, particularly people
19 with lower-valued homes.

20 And I think, Councilman, I
21 think we also have a meeting set up with
22 you to go through the assessment process,
23 because I know you had some concerns
24 about that. And I think it was scheduled
25 for one of the snow days, but I think

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 it's been rescheduled for either later
3 this week or early next week.

4 COUNCILMAN OH: I appreciate
5 that. My time is up for now.

6 MR. DUBOW: Okay.

7 COUNCIL PRESIDENT CLARKE:
8 Thank you, Councilman. At some point,
9 Councilman, because there is an issue
10 about the Parking Authority and tends to
11 be a subject of conversation when we have
12 public comment every Thursday in Council
13 as it relates to the legality of the City
14 taking back the Parking Authority and its
15 revenues, we will probably ask our City
16 Solicitor, maybe even today, to give us
17 the official ruling, your first prime
18 time.

19 (Witness approached witness
20 table.)

21 COUNCIL PRESIDENT CLARKE: You
22 want to do it right now? All right.
23 Maybe this can limit the public comment.

24 MR. PRATT: Sure. I'll be
25 short. Marcel Pratt, Acting City

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 Solicitor.

3 We don't have a decision yet
4 and we'll get back to you.

5 COUNCIL PRESIDENT CLARKE:

6 Somebody told me you were a rookie. I
7 don't know about that.

8 That would be helpful, though,
9 as soon as you can get some level of --
10 thank you.

11 The Chair recognizes
12 Councilwoman Quinones-Sanchez.

13 COUNCILWOMAN SANCHEZ: Good
14 afternoon. That was quick, right?

15 COUNCIL PRESIDENT CLARKE:
16 Yeah.

17 COUNCILWOMAN SANCHEZ: Just
18 around the decision-making around the
19 revenue generators, why did we discount
20 the ability to go to a different millage
21 split between the City and the School
22 District versus tax increase? For many
23 years we've talked about going to a 60/40
24 split. Why was that taken off the table?

25 MS. ADAMS: Which would adjust

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 the amount -- so you'd prefer that we
3 would reduce the amount of the City
4 portion; is that what you're basically --

5 COUNCILWOMAN SANCHEZ: Well,
6 because we had a 11 percent windfall and
7 we know that as we do annual assessments,
8 there will be some natural increases in
9 our real estate, why not do the split as
10 opposed to a tax increase?

11 MS. ADAMS: I think we looked
12 at our package as twofold. One is that
13 we increased our direct contribution, and
14 so we kind of -- that's one way.

15 COUNCILWOMAN SANCHEZ: Another
16 way as opposed to --

17 MS. ADAMS: One way of doing
18 it. I think we also wanted to be
19 cautious of -- we also know we have our
20 own financial challenges, and so we also
21 need to make sure we needed to be able to
22 make the investments we needed to make in
23 the City budget as well as have some
24 level of fund balance. And so there was
25 constant trade-off between those two

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 issues.

3 COUNCILWOMAN SANCHEZ: It was
4 because you wanted additional money.

5 What is going to be the short
6 windfall of our use and occupancy because
7 of the 11 percent increase in real estate
8 taxes?

9 MS. ADAMS: I don't think we
10 have calculated that.

11 COUNCILWOMAN SANCHEZ: But
12 there is an expected increase on that?

13 MS. ADAMS: There should be a
14 change in the use and occupancy tax. We
15 haven't calculated that.

16 COUNCILWOMAN SANCHEZ: When
17 will you have that available? Because I
18 think that's an important --

19 MS. ADAMS: I think we'll work
20 with the School District. And we only
21 just got the assessments data last week,
22 so we'll have to work with the School
23 District on adjusting it.

24 COUNCILWOMAN SANCHEZ: I'm sure
25 Uri is working on it.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 Why did we choose not to -- in
3 light of the Trump windfall for major
4 corporations, why did we choose not to do
5 a use and occupancy increase where most
6 of those big corporations have seen major
7 windfalls for use and occupancy as a way
8 of filling the \$20 million General Fund
9 contribution?

10 MR. DUBOW: I think part of
11 that is looking at the use and occupancy
12 increase significantly last year because
13 of what happened with assessments. So
14 there was already kind of a big increase
15 from the prior year in U&O.

16 COUNCILWOMAN SANCHEZ: But they
17 got a big windfall and they're getting
18 another one from the feds.

19 MR. DUBOW: And, again, I mean,
20 we looked at the hit they took last year,
21 and that's why we did what we did.

22 COUNCILWOMAN SANCHEZ: Okay.
23 So will you calculate what that \$20
24 million would mean for millage as it
25 relates to U&O, the \$20 million General

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 Fund contribution that we're making?

3 We're making a \$100 million General Fund
4 contribution.

5 MR. DUBOW: Yeah, we can
6 calculate that.

7 COUNCILWOMAN SANCHEZ: You can
8 calculate that?

9 In light of our fixed costs and
10 some of the pension stuff, and I know
11 Councilman Domb was talking and
12 Councilman Green around zero-based
13 budgeting, Anna, you spoke that when we
14 get our budget binders, we'll be able to
15 see some of the savings and reassessments
16 in our performance-based budgeting. Is
17 that going to show us percentage of what
18 we saved and then what we are doing in
19 terms of new investments? Because you
20 talked a little bit about how departments
21 are reinvesting or recategorizing. Are
22 we going to be able to see that?

23 MS. ADAMS: Yeah. I think you
24 should be able to see it in the detail.
25 I mean, it will take some going through

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 all the -- I mean, it's not kind of
3 clearly laid out this is a particular
4 line item savings, but as you know, at
5 the front page of each of the
6 departmental chapters, there's the ins
7 and outs page. I don't know what the
8 summary page is, but it shows kind of
9 where some of the savings are, but it
10 also will show kind of the adjustments --

11 COUNCILWOMAN SANCHEZ: Do you
12 not think that in light of the fact we're
13 going to performance-based budgeting and
14 we want to show people outcomes, that we
15 should be establishing some departmental
16 goals?

17 MS. ADAMS: The goals are laid
18 out. It's not -- I don't think it's
19 as -- it takes a little bit of going
20 through each department's program to
21 understand how they shifted the
22 resources. But we can sit with you and
23 go through those particular programs.

24 COUNCILWOMAN SANCHEZ: Well, I
25 just think, again, for more transparency,

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 I think if we're telling folks that this
3 is the only way we're going to be able to
4 get to your budget plan, then I think it
5 behooves us to show folks that we have in
6 fact established some savings
7 departmentally and then we've made
8 choices about how we reinvested, right?

9 MS. ADAMS: Yes.

10 COUNCILWOMAN SANCHEZ: Your
11 budget plan is your priorities, right?

12 MS. ADAMS: That's right.

13 COUNCILWOMAN SANCHEZ: So I
14 think it's only fair that we now begin to
15 demonstrate to folks that in fact we are
16 using a savings tool and then we're
17 making the choices around reinvestment.

18 MS. ADAMS: Okay.

19 COUNCILWOMAN SANCHEZ: In light
20 of our -- and, Rob, you talked a little
21 bit about this. Do we measure what our
22 debt ratio has been? I know when we went
23 to AVI, our debt rate capacity increased.
24 Are we monitoring our debt ratio like by
25 department where we're making investments

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 with our capital?

3 The School District has gotten
4 to a point where they now have every
5 school carrying its debt ratio, right,
6 for the bonds. Do we have a capacity to
7 do that?

8 MR. DUBOW: We look at our debt
9 ratio in two ways. One, the
10 constitutional debt ratio and, as you
11 said, because of what's happened with
12 assessments, that has less meaning than
13 it did before. And then we look at our
14 debt as a percent of expenditures and a
15 percent of revenues, and that's the
16 target we measure against. We don't do a
17 building-by-building analysis.

18 COUNCILWOMAN SANCHEZ: Okay.
19 One of the things as we get prepared to
20 talk tomorrow about our Five Year Plan,
21 one of the things -- in our Con Plan,
22 we're required to show year for year when
23 we borrow and when we spend, and in our
24 Five Year Plan, we continuously do this
25 huge carryover and then we borrow more

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 money. In the Five Year Plan, it is very
3 hard for us to look at how much are we
4 borrowing, what's our spend capacity, and
5 is there a need to continue to borrow
6 when we have these large carryovers. And
7 so tomorrow I'd like to see us get to a
8 place where we can really look at what
9 our spend capacity is and our borrowing
10 and then looking at what is our debt
11 ratio.

12 MS. ADAMS: We only -- we
13 borrow on a cash basis. So we borrow
14 when the kind of -- when we have -- we
15 don't borrow on --

16 COUNCILWOMAN SANCHEZ: So then
17 why the carryover every year?

18 MS. ADAMS: So the carryforward
19 is carryforward appropriations rather
20 than carryforward cash. So we only
21 borrow when our cash reserves are running
22 low, and then that's when we go out to
23 the market and borrow for the Capital
24 Program. The carryforward is
25 carryforward appropriations to allow

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 departments to complete projects from
3 prior year appropriations. It's not
4 cash.

5 COUNCILWOMAN SANCHEZ: Okay.
6 So how do we monitor -- I mean, is there
7 a matrix for when we're looking,
8 particularly as it relates to capital
9 spending, kind of the management, the
10 soft costs, construction, delay? How do
11 we see that? There's no way in our
12 five -- we have a very robust Capital
13 Plan, \$10.8 billion. Very robust.

14 MS. ADAMS: Yes.

15 COUNCILWOMAN SANCHEZ: So what
16 I'd like to see is how are we going to
17 manage those investment pieces.

18 MS. ADAMS: And we absolutely
19 can talk about that tomorrow. Some of
20 that is that when we look at -- so as we
21 prepare the budget, part of what we look
22 at, both us in the Budget Office and the
23 City Planning Commission as we work on
24 putting together the Capital Program, is
25 to look at capacity also within the

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 departments to be able to handle these
3 projects. And so it is both kind of the
4 critical need of funding these issues
5 that we need to solve, we need to fix
6 these facilities, we need to purchase the
7 vehicles, but we also look at the
8 capacity of the department to be able to
9 handle it. So part of the -- even
10 included in the Five Year Plan in the
11 Operating Budget are things like
12 positions to be able to support the
13 Capital Program to be able to expand the
14 capacity of the departments to be able to
15 handle it. We'd like to move away from
16 the point where we have all these
17 carryforward appropriations continuing,
18 and so we want to make sure that
19 departments have the capacity to handle
20 the resources or the appropriations that
21 they're given relatively quickly so that
22 we get to a point where we've spent down
23 those carryforward appropriations and now
24 we're using those resources effectively.

25 COUNCILWOMAN SANCHEZ: So

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 you're able to tell people's spend
3 capacity, timeline, how many people stay
4 on timelines?

5 MS. ADAMS: Yeah. I mean --

6 COUNCILWOMAN SANCHEZ: So if I
7 asked you for a capital report right now
8 of everything that we have outstanding,
9 you'll be able to tell me how many of
10 those are on time, delayed?

11 MS. ADAMS: I mean, it will
12 take us -- for every single project, it
13 will take us some time, but, yes. I
14 mean, we know Public Property manages
15 many of the departments' spending levels.
16 They have very detailed project plans for
17 the Police Department, the Fire
18 Department, and many other departments
19 that they can go through, and when we put
20 the Capital Budget together and the
21 Capital Program, we try and make sure
22 that they have the resources at the right
23 time to be able to continue these
24 projects.

25 So, yes, we work pretty closely

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 with departments to make sure that we're
3 funding -- we never can do enough. I
4 mean, as you all know, we never do
5 enough, but can we make sure that we're
6 funding appropriately on the right time
7 level of when they need those resources.

8 COUNCILWOMAN SANCHEZ: Well,
9 I'm looking at managing projects, right?
10 And I know Public Property has gotten
11 really good as they've standardized
12 kitchens and other stuff.

13 MS. ADAMS: Absolutely.

14 COUNCILWOMAN SANCHEZ: But I'm
15 looking at, again, do we have a matrix
16 for how much we spend on management
17 versus soft costs versus construction
18 versus when we have overruns? And I say
19 this because we're always delayed on
20 projects, right? So part of our
21 questioning around Operating Budget is
22 one thing, but also on our capital
23 expenditure, we're carrying these debt
24 ratios and are we being prudent in how we
25 spend those?

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 MS. ADAMS: We try to be very
3 careful about as we add appropriations to
4 the timelines so we're not -- I think
5 previously there was kind of a thought
6 that departments would like to kind of
7 bank appropriations and they could
8 finally spend it. After five years of
9 getting a certain amount of
10 appropriations, they could finally spend
11 it on a project. We're trying to change
12 that. So we're giving them the
13 appropriations when they need it for the
14 timeline of that project.

15 Each department's projects are
16 also so different from one another. So
17 Streets projects on repaving look very
18 different from a facility improvement of
19 police. So we can definitely -- we can
20 work with you on how you'd like to see
21 this displayed, but we can definitely
22 give you information of projects and
23 timelines and for each department and the
24 specifics. So we can work with your
25 office to come up with a model that would

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 help you.

3 COUNCILWOMAN SANCHEZ: Again,
4 and I know tomorrow we'll get into that.
5 I just want us to be better prepared to
6 respond to that. I have a number of
7 projects that are two, three, four years
8 delayed.

9 MS. ADAMS: Understood.

10 COUNCILWOMAN SANCHEZ: So I'd
11 like to see us at a place where we can
12 monitor that. I think there's some costs
13 related to that, because the more we
14 delay projects, the more they cost. When
15 I did a ten-year plan for Parks and Rec,
16 it costs one thing. Now ten years later,
17 it's exponentially much higher because we
18 weren't able to -- and we've been moving
19 those projects. I've been seeing both
20 Public Property and our Parks and Rec.
21 I'd like to see it on some of the capital
22 improvements in the neighborhood where
23 some of these projects are very delayed,
24 and I think there's a cost issue to that.

25 MS. ADAMS: I agree.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 COUNCILWOMAN SANCHEZ: Not to
3 mention the premium and --

4 MS. ADAMS: Yes. I agree. As
5 a project is delayed, it definitely adds
6 costs.

7 COUNCILWOMAN SANCHEZ: I'll
8 wait for my next round.

9 COUNCIL PRESIDENT CLARKE:
10 Thank you, Councilwoman.

11 The Chair recognizes
12 Councilwoman Blackwell.

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

15 I agree with what has just been
16 said, because I have some long-term
17 projects as well that we'd like to see
18 get funded. And I agree with my
19 colleagues, most of which has said the
20 public can't afford and don't want this
21 increase in real estate taxes, and we
22 totally agree. I also like the idea, of
23 course, of taking it from the parking
24 tax. You know I love that idea. But
25 certainly we agree also that, especially

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 since we're taking back control of the
3 School District, we need to -- when we
4 see a bill, we need to see a program.
5 That's also been said by several of my
6 colleagues as well. We will also control
7 the School Board, and we're not prepared
8 to fund issues that don't improve
9 learning and where we don't know what it
10 means just to fund a line item or a cost.
11 We're not prepared to do that. So
12 certainly we want to see and we say that
13 too for those who deal with the budget as
14 well, when you ask for money, we want to
15 see the program, what that money will
16 certainly provide.

17 The last thing I'd like to say
18 is that we've been meeting with --
19 several people have contacted us, unions,
20 who talk about that they're in
21 negotiations with the City. They talk
22 about not knowing where they are with
23 pension. We had some people who came to
24 us talking about they make 7.20 an hour
25 starting and that they should be up with

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 other City workers who earn a living.

3 So would you comment with
4 regard to contracts, where we are and
5 with regard to people in the City not all
6 earning the same salary.

7 MR. DUBOW: So we -- let me
8 take you through where we are with every
9 union. So with 33, you know we have a
10 contract. We entered into that last
11 year. The FOP, we had an arbitration
12 award that came out last year also. We
13 had two new arbitration awards last week
14 or the week before for correctional
15 officers and deputy sheriffs. It's
16 about, I guess, maybe 60 percent of our
17 employees who are in new contracts that
18 have some type of pension reform. You
19 asked specifically about pensions.

20 We still have ongoing
21 discussions with District Council 47.
22 We've gone through the arbitration
23 process with Fire and we're waiting to
24 get an award from the panel.

25 COUNCILWOMAN BLACKWELL: Do we

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 expect that to work out with 47? Is that
3 toward the end of working it out?

4 MR. DUBOW: We hope so.

5 COUNCILWOMAN BLACKWELL: And
6 also we shouldn't have City workers who
7 make 7.20 an hour starting off. Then
8 they work six months or a year and they
9 get up to 8.50, which is still way below
10 City workers. Where are we on those?

11 MR. DUBOW: I thought that we
12 had actually raised everybody's salary to
13 12.20 an hour. If you have -- if there's
14 someone who thinks they're an example
15 where we haven't done that, we'd like to
16 know about it. So, yeah, we can talk
17 outside of the hearing.

18 COUNCILWOMAN BLACKWELL: Thank
19 you. I understand, I know you have food
20 service and workers at the airport who
21 have said they started --

22 MR. DUBOW: Oh, not City
23 employees?

24 COUNCILWOMAN BLACKWELL: -- as
25 low as 7 -- they work for the City. They

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 said they work for the City, but they're
3 making very low.

4 MR. DUBOW: Let's talk about
5 that.

6 COUNCILWOMAN BLACKWELL: All
7 right. Thank you.

8 Thank you, Mr. President.

9 COUNCIL PRESIDENT CLARKE:
10 Thank you, Councilwoman.

11 The Chair recognizes Councilman
12 Henon.

13 COUNCILMAN HENON: Thank you,
14 Council President. I love the budget
15 process. This is --

16 MR. DUBOW: Happiest time of
17 the year.

18 COUNCILMAN HENON: It is, and I
19 think people look a little different when
20 we start from when we finish. But it is
21 definitely where we earn our money all
22 the way around and come up with solutions
23 to get to the same end, and that's
24 helping the citizens of the City of
25 Philadelphia.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 So I have a few questions. Let
3 me just start off with the local takeover
4 of our School District from the state and
5 its fiduciary responsibility. Can you
6 just shed clarity on that? Are we more
7 responsible, less responsible or are we
8 the same when it comes to funding our
9 schools under local control? Because I
10 think there's some confusion about it.
11 Maybe it's confusing my question, but now
12 that we're going to have local control,
13 does that mean we accept more financial
14 responsibility or do we not?

15 MS. SLUSSER: Yeah. I think
16 that the Mayor made it pretty clear when
17 he came here to City Council to sort of
18 explain that he wanted to move to local
19 control, understanding that it would be
20 irresponsible to do that without
21 understanding that with control comes the
22 responsibility of ensuring financial
23 stability. At the same time, I think the
24 Mayor has made very clear that this does
25 not mean that the state does not have a

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 commitment to adequately fund education.
3 But we, in looking through the process,
4 understood that in the short term that
5 the City would need to increase its
6 commitment, but over the long term we
7 would have to continue to work with our
8 partners in Harrisburg for continued
9 funding there in the same way that other
10 districts across the Commonwealth are
11 looking for increased funding as well.

12 COUNCILMAN HENON: I think --
13 and the reason why I even ask that, and
14 it's not to put the Mayor or you or
15 anybody else on the spot -- is since 2011
16 and '18, this body has shown its
17 commitment to the School District in its
18 local share, increasing it by \$400
19 million and the proposed \$900 million
20 over the length of the next five years as
21 submitted to City Council, the Mayor's
22 budget. So I think the City certainly is
23 committed --

24 MS. SLUSSER: Yes.

25 COUNCILMAN HENON: -- is the

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 point I'm trying to make out or point
3 out.

4 The state and federal funding
5 is total 54 percent of the annual School
6 District budget, is that correct,
7 approximately? About 54 percent of the
8 school funding comes from the state and
9 federal or other sources?

10 MR. DUBOW: Yeah.

11 MS. SLUSSER: Through this
12 budget we would become the largest
13 funder.

14 Right, Rob?

15 MR. DUBOW: I think it's close,
16 but I think we're still --

17 COUNCILMAN HENON: Well, I
18 mean, it's close.

19 MS. SLUSSER: Yeah. To your
20 earlier point, the City has always
21 recognized that City Council has stepped
22 up over the last few years in a way that
23 has not always happened.

24 COUNCILMAN HENON: Correct.
25 Absolutely. So the City --

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 MS. SLUSSER: There's a
3 recognition of that and the --

4 COUNCILMAN HENON: -- has
5 stepped up. The state, hence the
6 constitutional argument in the Supreme
7 Court for fair funding for schools across
8 the Commonwealth, but worrying about City
9 of Philadelphia because we have been
10 worried about our local share. And if
11 the state Supreme Court does rule in
12 favor of fair funding, with that would we
13 come back and revisit some of our local
14 share or would it just kind of
15 supplement? I mean, I know it's all kind
16 of subjective at this point, but would we
17 consider taking a look at where we are
18 funding-wise?

19 MS. SLUSSER: I think, of
20 course, we would be taking a look at
21 that. I think that also we would be just
22 sort of looking at what the District
23 investments are. I've made the comment
24 earlier that we don't believe that this
25 necessarily gets toward adequacy, and so

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 we believe that there is room for more
3 investment, but it would really have to
4 depend on what -- when that point in time
5 comes, we would be able to look at
6 programs that we're currently funding in
7 the District, areas where we might see
8 improved services that the City is
9 providing through departments that the
10 District can then reinvest in other
11 things and then that on top of it. But I
12 think we would take a look at it
13 holistically at that time and there might
14 be some changes, and that would be a good
15 thing.

16 COUNCILMAN HENON: That would
17 be a good thing.

18 MS. SLUSSER: And I think it
19 might be more about providing better
20 quality education.

21 COUNCILMAN HENON: If that does
22 happen, we would do that publicly?

23 MS. SLUSSER: Yeah.

24 COUNCILMAN HENON: And in the
25 open and have hearings on that.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 Is the City speaking with the
3 state -- obviously we're talking about
4 additional state funding -- about state
5 reimbursements for our charter schools?

6 MS. SLUSSER: Yeah. We had
7 conversations with different members of
8 the delegation about that, different
9 members of the republican leadership with
10 the Governor about that, but don't see
11 any fast movement on that in the next
12 year.

13 COUNCILMAN HENON: Is there
14 anything that we could do as a city, as a
15 legislative body, as our resources and
16 our friends in the activist community and
17 in the business community, Chamber of
18 Commerce? It would be nice to see them
19 champion for charter school reimbursement
20 and so forth. Is there something that we
21 could do collectively as one
22 collaborative unit to ask the multiple --
23 ask the state to reimburse?

24 MS. SLUSSER: So I think that
25 that's probably something that's on the

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 agenda for next year all together to be
3 having that conversation once we sort of
4 get past the move to local control and
5 figure out our agenda for funding for
6 next year from the state.

7 COUNCILMAN HENON: Now, in the
8 Five Year Plan, I do notice, everybody
9 here can see that the projected base
10 growth for the wage tax, approximately
11 \$300 million I guess over the Five Year
12 Plan. Do you have a sense of where that
13 growth is in job sectors? And if you
14 don't know it now, I mean, I'm not -- I
15 really don't -- this isn't the time to
16 get into the nitty-gritty, but would you
17 able to provide that when we go through
18 this budget process?

19 MS. ADAMS: Yeah. We work with
20 our outside forecasting consultant, and
21 I'm sure we can get you a kind of growth
22 by sector, if that's what you're talking
23 about, kind of the general kind of growth
24 by kind of NAIC code --

25 COUNCILMAN HENON: Yeah, NAICS

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 code, right, that's fine. So that would
3 be helpful, because as we go through and
4 sift through this budget thoroughly as we
5 all do and we do it together and we --
6 some of the things when we take a look at
7 some of the cross tabs and the real
8 finite details, we don't have to put
9 ourselves in positions to do one-off
10 legislation that really impede some of
11 the growth. And what I mean by that is,
12 let me ask -- we will be asking, I think,
13 as a body, is there an affordable housing
14 plan moving forward? What does that look
15 like? Can we do that without further
16 taxes or increases? And if we see an
17 increase in the wage tax as seen over the
18 Five Year -- approximately \$300 million,
19 are there reasons to look and touch
20 things that are on the books that may
21 have unintended consequences? And I'm
22 going to be specific, like the ten-year
23 tax abatement and/or anything else when
24 it comes to development when we're seeing
25 an increase in the growth while providing

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 homestead protections.

3 Now, on the record any property
4 assessed at \$400,000 and less with a
5 \$45,000 homestead will see a decrease, as
6 submitted, will see a decrease in their
7 taxes?

8 MR. DUBOW: So the revised
9 proposal for property that was valued at
10 400,000 or less and didn't see a change
11 in its assessed value, their tax bill
12 would go down.

13 COUNCILMAN HENON: Good.

14 MR. DUBOW: Under this
15 proposal.

16 COUNCILMAN HENON: So all that
17 needs to come together, but I would like
18 to see an affordable housing plan moving
19 forward, especially when there has been
20 some conversation about taking a look at
21 some one-off and other legislations that
22 will be in front of us at the same time.
23 I just want to make sure that it's in
24 sync and there's continuity as we move
25 forward and there's no unintended

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 consequences.

3 MR. DUBOW: Understood.

4 COUNCILMAN HENON: All right.

5 Thank you.

6 COUNCIL PRESIDENT CLARKE:

7 Thank you, Councilman.

8 I think everybody has had their
9 first round. If you guys will bear with
10 me, Mr. Monson is here from the School
11 District, and without getting into any
12 broad-based testimonies and questioning,
13 because I know they do have their time,
14 but, Mr. Monson, if you could just come
15 up. There were a couple of key questions
16 relating to the School District, and I'd
17 ask my colleagues to not get into any
18 full-blown level of questioning, but the
19 most significant one was the issue with
20 respect to the adjustment of the Mayor's
21 budget, particularly around increased
22 assessments and the change in the rate
23 and has the School District, which plan
24 was put in place or proposed prior to
25 those changes in adjustments as it

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 relates to the aforementioned, what is --
3 one, have you had an opportunity to
4 review and adjust the School District's
5 budget and Five Year Plan? And, two, if
6 you did, what is it and where is your
7 baseline? Has it changed your needs to
8 deal with the deficit issues? That's a
9 long question, but you know where I'm
10 getting at.

11 (Witness approached witness
12 table.)

13 MR. MONSON: I like essay
14 questions. Good afternoon --

15 COUNCIL PRESIDENT CLARKE: One
16 last thing. I'm sorry, Mr. Monson.
17 There was another issue with respect to
18 School District's ability to live within
19 its budget, look at potential limitations
20 on expenditures. And I know you have to
21 leave because you have something you have
22 to do, and I asked earlier to ask about
23 capital. I think that that might be
24 problematic for tomorrow. So if you can
25 just like lay it out, and then we can --

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 because every third question is about
3 School District funding.

4 MR. MONSON: I understand.
5 Good afternoon. Uri Monson, Chief
6 Financial Officer for the School
7 District.

8 I'll try and get to each part
9 of the essay question.

10 We have the overall total
11 number estimate from the City, which is
12 about \$14 million less than the previous
13 proposal over the five years. We don't
14 have the details of it yet. We know --
15 we were told as much as what was said
16 publicly about what the different pieces
17 would be, but until we see the underlying
18 data of how the assessment increase rolls
19 in, how it will affect things like U&O,
20 how it will affect all the pieces, we
21 just don't have the kind of detail to do
22 the analysis. And I've heard some of the
23 questions that were asked. Once we have
24 that data, we'll do that. We'll have to
25 put out a revised Five Year Plan.

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 Obviously we just put it out Thursday
3 night based on the previous proposal, but
4 we'll be able to do that and then be able
5 to answer all the questions. So we'll
6 need -- I don't want to overcommit my
7 staff, but a few days once we get the
8 data to kind of run it through, and we'll
9 be happy to come back and share it -- we
10 can share it with Council, share it
11 publicly. We'd want to put it out
12 through the SRC so that -- because we
13 have our own budget hearings in April as
14 well. So we want the public to be able
15 to comment on it as well. So as soon as
16 we can get it, we will process through
17 and get it out to everybody.

18 COUNCIL PRESIDENT CLARKE: That
19 will be helpful, yeah. We want to, at
20 the end of the day, work off the same
21 numbers as we deliberate around this
22 initial request and then the secondary
23 request for increases in revenue.

24 I know Councilman Domb had
25 asked a question particularly around

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 cost-saving measures and things that can
3 be done internally. And I know just
4 generally, then you'll come back and
5 we'll get in more detail.

6 MR. MONSON: This is like a
7 preview for us.

8 We take our fiduciary
9 responsibility very seriously and have
10 been doing measured investments over time
11 as we come back from the cuts from six
12 years ago.

13 In terms of using our money
14 wisely, everything from the fact that our
15 central office represents less than 3 and
16 a half percent of our total operating
17 budgeting, which is about half of what
18 other large urban districts are. We were
19 able to do a year and a half ago a
20 refinancing of \$1.3 billion in
21 outstanding debt at lower interest rates,
22 save \$100 million that way.

23 Our good financial stewardship
24 and management got us the first bond
25 rating upgrade in six years. Actually,

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 we did a bond sale on Thursday. And not
3 to get into the weeds too much, but
4 basically because the interest spread,
5 which a year and a half ago was 125 basis
6 points, because of our good financial
7 stewardship is now -- it was 72 basis
8 points. It saved about \$18.6 million in
9 interest over the life, and our goal is
10 obviously the more money we save on
11 interest, less going to the investors,
12 more going into the schools. And that's
13 been our primary goal of how we can
14 invest more in the schools and the
15 literacy coaches, updating high school
16 labs, modernizing classrooms, all those
17 which are starting to see effects. As
18 you know, our reading at grade level for
19 third grade increased 5 percent last
20 year. All of our test scores were up for
21 the statewide tests. Our attendance
22 rates are up, and they're the highest
23 they've been in at least six years.

24 So we're seeing incremental
25 progress. We want to do more, and that's

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 where the goal is to -- one of the
3 philosophy we have is we don't -- because
4 the way education works, you can't do an
5 investment one year and then pull it back
6 out. It's not fair to the kids. We're
7 trying to build steadily. So not put
8 nurses and counselors back and then take
9 them out, but be able to put nurses and
10 counselors and expand the number of
11 counselors, expand the number of
12 behavioral supports and the climate
13 supports in the schools, take the
14 literacy program -- and one of our
15 proposals based on Thursday night was to
16 take where we've been successful, K
17 through 3, expand literacy investments
18 into 4 and 5 to increase the rate of a
19 modernization of our K through 3
20 classrooms. So with the funds we
21 borrowed and with some operating support,
22 do about 150 elementary classrooms this
23 summer. So there are -- it's continued
24 measured investment, but I think we do
25 pretty well with managing money. I won't

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 say we're as efficient, as effective as
3 we could be, but I think we're doing
4 pretty well.

5 COUNCIL PRESIDENT CLARKE:

6 Okay. Thank you. All right. As soon as
7 you get an adjustment associated with the
8 new numbers, if you can make that
9 available to the members of Council, it
10 will be very helpful. We don't want to,
11 like we normally do, wait until the last
12 minute. It would be good.

13 I actually heard this morning
14 on KYW or something, State Representative
15 Brown, I believe, the Appropriations
16 Chair in Harrisburg, said that they
17 anticipated that Harrisburg would finish
18 on time this year.

19 MR. DUBOW: I heard that too.

20 COUNCIL PRESIDENT CLARKE: You
21 hear that?

22 MR. DUBOW: Yeah.

23 COUNCIL PRESIDENT CLARKE: I'm
24 like are you kidding me? Oh, that's
25 right, it's an election year. Wow.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 But it's nothing wrong with
3 actually getting to a conclusion and a
4 consensus early on in the process. So
5 the sooner we can get all our numbers
6 aligned, the better we'll be. And you
7 weren't here, but we were suggesting that
8 as we move ahead, as the School Board
9 comes back local, that at a minimum, the
10 School District can have people -- and I
11 know ultimately Dr. Hite will have to
12 make that decision -- that it can be a
13 part of this process, because a lot of
14 questions come up relating to School
15 District, and now that it's in our lap,
16 we may want to have some people here from
17 the School District to kind of monitor
18 the questions so we can be prepared as we
19 move through the process.

20 MR. MONSON: We'll definitely
21 make an effort starting immediately to
22 have someone to be able to track the
23 questions at the very least so that we
24 can be better prepared for the hearing in
25 May, which is School District focused, so

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 we can kind of be prepared to address all
3 those issues at the time, even if we
4 can't address them right as they come up.
5 Part of it is just with our own school
6 budget process, which we're going through
7 right now, we don't have the details of
8 how each school is using the funds, which
9 we know is usually part of the
10 discussion, and we really don't have that
11 until April.

12 COUNCIL PRESIDENT CLARKE:

13 Right. Okay. But you can get the
14 adjusted numbers associated with --

15 MR. MONSON: As soon as we have
16 it, we'll be able to run it through and
17 be able to -- the 30,000 foot picture
18 we'll be able to do.

19 COUNCIL PRESIDENT CLARKE: We
20 appreciate you. Thank you very much.

21 You want to stay?

22 MR. MONSON: That's a loaded
23 question. If you're telling me I can
24 go --

25 COUNCIL PRESIDENT CLARKE:

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 Yeah.

3 MR. MONSON: Thank you very
4 much.

5 COUNCIL PRESIDENT CLARKE:
6 Thank you, sir. Thanks, Mr. Monson. I
7 appreciate you.

8 Back to business at hand. I
9 just had a couple of more questions
10 getting back to the taxes. One kind of
11 annual question, before -- and I know
12 members of Council have to some degree
13 and probably are still doing this.
14 Before you made a determination on having
15 to raise taxes, because real estate is
16 always the sweet spot if you have to
17 raise revenue, had you all looked at any
18 other alternatives or other opportunities
19 to raise any levels of significant
20 revenue before you came to the conclusion
21 of the first 6, now 4 and a half percent
22 tax increase?

23 MR. DUBOW: Yeah. We actually
24 had lots of discussions about what to do,
25 and it's kind of why we wound up with a

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 package of things, so that no one area
3 would hit too much of -- get too much of
4 the brunt of the increase. So that's why
5 we're including the slowdown in the wage
6 tax reduction, why we included a transfer
7 tax component, why we increased the
8 City's General Fund contribution. All
9 that was kind of an attempt to make sure
10 that the property tax increase wasn't as
11 large as some people had feared, but that
12 was kind of -- that's how we put the
13 package together.

14 COUNCIL PRESIDENT CLARKE:

15 That's just adjusting existing revenue
16 sources. I mean -- and on the record,
17 you know I don't agree with slowing down
18 the wage tax, because ever since I've
19 been a Councilman, I've always been told
20 that that was the worst tax in the world,
21 we had to reduce, we had to reduce, we
22 had to reduce. Now --

23 MR. DUBOW: Well, we're
24 still --

25 COUNCIL PRESIDENT CLARKE: I

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 understand.

3 MR. DUBOW: We're still
4 reducing it. We still have \$130 million
5 of wage and business tax reductions in
6 the Plan, which is actually one of our
7 biggest investments in the Plan.

8 COUNCIL PRESIDENT CLARKE: We
9 hope our friends from Amazon are okay
10 with that when they come here.

11 MR. DUBOW: I think they would
12 appreciate an investment in schools. So
13 I think it is something that they would
14 like.

15 COUNCIL PRESIDENT CLARKE:
16 Look, I'm fine. I'm just saying it's
17 inconsistent with what I've heard
18 forever. So --

19 MR. DUBOW: With all due --

20 COUNCIL PRESIDENT CLARKE:
21 Basically have we gone outside the box
22 and looked?

23 MR. DUBOW: We did. We looked
24 at any opportunity to increase non-tax
25 revenues. So we looked at fees and

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 fines, and there are some increases
3 throughout the budget in fees and fines
4 that help kind of at least offset our
5 cost to help us be able to contribute the
6 \$20 million a year. So that was part of
7 what we looked at.

8 One of the questions we knew
9 would come up was what's the impact of
10 the homestead. So we have -- we went
11 through a selection process and have a
12 vendor now looking at the homestead to
13 see -- abatement. Sorry. Sorry. The
14 abatement. That's why there was a blank
15 look on your face, what are you talking
16 about. The abatement, yes. Look at the
17 abatement and what the impact of that is.
18 That should be done by the end of April,
19 so that by the time we get into -- the
20 time we have our revenue hearing, we have
21 that information and can see kind of what
22 various changes in the abatement would
23 mean. So that's kind of another area
24 that we looked at.

25 COUNCIL PRESIDENT CLARKE: You

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 hired a consultant to look at that?

3 MR. DUBOW: Yes.

4 COUNCIL PRESIDENT CLARKE: You
5 did? Okay.

6 MR. DUBOW: We did, yes. And
7 one of the things that we talked to the
8 consultant about is meeting during the
9 preparation process, meeting with
10 Councilmembers if Councilmembers are
11 interested to get ideas for different
12 scenarios to look at for potential
13 changes to abatements. So we're happy to
14 do that.

15 COUNCIL PRESIDENT CLARKE:
16 Okay. You guys can come up with it.
17 We'll look at your recommendation. Okay.

18 So taxes. You looked at the
19 \$400,000 threshold. Does that include
20 the 11 percent increases in assessment?
21 Is that number still the same?

22 MR. DUBOW: It does not. That
23 includes a property that had the same
24 assessment in both years. We looked at
25 kind of what it would mean at different

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 areas of property value. For the median
3 value, which is about 128,000, if you had
4 a 9 percent increase in your assessment,
5 you'd have -- that would be your
6 break-even point.

7 So kind of what will happen
8 with specific property owners will depend
9 on what happens with their assessment,
10 and there's a wide range. There are a
11 significant number of properties that
12 will see either a decline or no increase
13 and obviously a significant number that
14 will see an increase and some that will
15 see increases above the 11 percent. So
16 it would be kind of a wide variety what
17 it will mean for specific properties.

18 COUNCIL PRESIDENT CLARKE: But
19 does the \$400,000 threshold include the
20 11 percent?

21 MR. DUBOW: No. I said no. My
22 first part of my response was no, it does
23 not.

24 COUNCIL PRESIDENT CLARKE: So I
25 want to stay focused on that. So

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 assuming that that does not include that,
3 then that particular \$400,000 number
4 could potentially go down --

5 MR. DUBOW: Yes.

6 COUNCIL PRESIDENT CLARKE: --
7 in terms of the threshold.

8 MR. DUBOW: That's why I'm
9 saying it will depend on what happens
10 with the particular assessment. So for
11 every property, it's going to be
12 different.

13 COUNCIL PRESIDENT CLARKE: So
14 at what point will we know what the new
15 threshold will be? Because it sounds
16 like you're agreeing that it won't be
17 \$400,000.

18 MR. DUBOW: I'm saying 400,000
19 is the same value both years.

20 COUNCIL PRESIDENT CLARKE: But
21 that's not --

22 MR. DUBOW: I know, but there's
23 no specific number because -- so if you
24 had just 11 percent --

25 COUNCIL PRESIDENT CLARKE: You

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 throw out the specific number based on
3 your --

4 MR. DUBOW: If you had an 11
5 percent increase, then that's going to be
6 somewhere in the \$120,000 range, but
7 there aren't going to be lots of
8 properties that just get an 11 percent
9 increase. So while that has meaning kind
10 of as a global number, for specific
11 properties that doesn't have meaning.
12 What will have meaning for them is what
13 percent increase their property got.

14 COUNCIL PRESIDENT CLARKE: I
15 understand that, but my concern is when
16 you throw a number out there -- and
17 you've now said \$400,000 is the
18 threshold, and people hear that and now
19 the assumption is that, oh, okay, we can
20 move ahead, because most people's
21 properties are not \$400,000, but if
22 that's not the real number, then at some
23 point we need to know what the real
24 number is and you determine how much
25 properties are actually going to

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 experience a higher number regardless of
3 what the homestead ends up being, because
4 that will be helpful to us.

5 MR. DUBOW: Yeah. And what we
6 put together and we can share with you is
7 at different assessed values kind of what
8 their break-even point is in terms of a
9 percentage increase in assessment, and we
10 can provide that.

11 COUNCIL PRESIDENT CLARKE:
12 Okay. All right. Thank you.

13 The Chair recognizes Councilman
14 Green.

15 COUNCILMAN GREEN: Thank you,
16 Council President.

17 Just to follow up on that line
18 of questioning, so you will be able to
19 provide --

20 COUNCIL PRESIDENT CLARKE: I'm
21 sorry. Councilman, I'm sorry. I didn't
22 see Councilman Squilla come in. He
23 didn't get an opportunity.

24 So, Councilman Squilla, you
25 jumped the line.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 COUNCILMAN SQUILLA: I'm sorry.

3 Yes. Sorry for being here late.

4 My question is on the
5 assessments, and I know when we first did
6 AVI, they told us they would be assessing
7 every year, correct? So because of
8 appeals and other things, they weren't
9 able to do that. And then they wanted to
10 hit the land values and then commercial
11 properties, but still look at other
12 properties. So now we have 11 percent
13 this year. What's to say we're not going
14 to have another 8 percent next year or
15 the year after?

16 MR. DUBOW: That will really
17 depend on what happens with the growth of
18 values. So if there's really rapid
19 growth in values, you would see strong
20 increases in assessments. If that growth
21 is slow, you would see that. That's what
22 will determine the growth, what's
23 happening with values.

24 COUNCILMAN SQUILLA: Exactly.

25 So if the assessments are going up and

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 we're looking to raise the factor, which
3 is the rate, next year if their
4 assessments continue the way they're
5 going as we see development and increase
6 in values, do we see a percentage in our
7 Five Year Plan that we're budgeting for
8 increased assessments?

9 MR. DUBOW: Yeah. We assume
10 about a 3 percent annual growth in
11 assessments.

12 COUNCILMAN SQUILLA: So this
13 year was an anomaly of 11 percent?

14 MR. DUBOW: This year was
15 stronger than we anticipated. I mean, if
16 it's not an anomaly and we see 11 percent
17 a year, then that will put us in a
18 different position and we'll have to look
19 at -- we'll have to kind of reexamine
20 what we're proposing.

21 COUNCILMAN SQUILLA: I'm just
22 saying because if we're looking at it
23 that way, it's very possible that next
24 year could be just as much or higher. So
25 that would also be challenging for the

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 taxpayer, whether the homestead was
3 increased this year or not.

4 MR. DUBOW: Right. And that's
5 part of the reason that we increased the
6 homestead, and part of what we did too
7 once we saw that values had come in
8 higher than we anticipated, we adjusted
9 our proposal to try to take that into
10 account.

11 COUNCILMAN SQUILLA:
12 Understood.

13 MR. DUBOW: Both on the rate
14 side and on the homestead side.

15 COUNCILMAN SQUILLA: And that's
16 part of the problem. I mean, doing a
17 budget before having those numbers is
18 difficult, right?

19 MR. DUBOW: It is, yes.

20 COUNCILMAN SQUILLA: So is
21 there a way to work with OPA to get those
22 numbers in before you submit a budget?

23 MR. DUBOW: So the challenge is
24 there's a state deadline that's the end
25 of March, and the earlier OPA does the

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 numbers, the staler they are by the time
3 they have to be certified and by the time
4 that they're actually used for tax
5 purposes. So that's the challenge, and
6 that's why we don't get them earlier.

7 COUNCILMAN SQUILLA: But they
8 do have some idea, I would imagine, where
9 that number will come in at.

10 MR. DUBOW: So they look at
11 properties kind of individually. They
12 don't look at it globally. So they don't
13 have a great view of kind of what the
14 totals will be. So they'll try to give
15 us some sense, but, I mean, it's not what
16 their focus is. Their focus is getting
17 the individual assessments right.

18 COUNCILMAN SQUILLA: I just see
19 the challenge it is for Council to be
20 able to look at a rate change knowing the
21 assessment values the following year and
22 if you're looking at 3 percent in your
23 Five Year Plan and it's 5, 10 or 15
24 percent, that additional revenue is
25 something that we like, but to make that

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 change immediately in this year looking
3 out projecting it five years is very
4 difficult for us also.

5 MR. DUBOW: Right. But it
6 could also be 2 percent. It could be
7 less than 3 percent next year. There's
8 no guarantee of that.

9 COUNCILMAN SQUILLA: And
10 there's no guarantee that whatever rate
11 we come up with will be able to cover the
12 cost of this year's budget.

13 MR. DUBOW: Well, this year we
14 have assessments, so we know what we're
15 dealing with. Obviously the further you
16 go into the future, the less we know that
17 assessment growth will actually hit our
18 projections.

19 COUNCILMAN SQUILLA: And what
20 is the percentage of appeal rate loss do
21 you have?

22 MR. DUBOW: We assume 25
23 percent.

24 COUNCILMAN SQUILLA: You assume
25 25 percent of the 11 percent increase?

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 MR. DUBOW: Yes.

3 COUNCILMAN SQUILLA: And that's
4 where you come up with the four point --

5 MR. DUBOW: One, yes.

6 COUNCILMAN SQUILLA: -- one
7 percent.

8 MR. DUBOW: Yes.

9 COUNCILMAN SQUILLA: Since we
10 can't raise the real estate in order to
11 increase the homestead, is that increase
12 being done by the transfer tax?

13 MR. DUBOW: Correct.

14 COUNCILMAN SQUILLA: So the
15 transfer tax would cover the total amount
16 of the homestead?

17 MR. DUBOW: The School District
18 portion.

19 COUNCILMAN SQUILLA: The School
20 District portion. And the City portion
21 is just being?

22 MR. DUBOW: Absorbed in our
23 fund balances.

24 COUNCILMAN SQUILLA: All right.
25 Thank you.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 COUNCILMAN HENON: Thank you,
3 Councilman.

4 You can hear the questions on
5 OPA. If you can provide -- when OPA
6 comes in here, we can get a little more
7 specific on the increases per year
8 percentage-wise instead of going from
9 zero to 11 or if it's a steady -- just
10 when OPA comes, just a little more
11 detail.

12 MR. DUBOW: Got it.

13 COUNCILMAN HENON: We're not
14 going to get into it today, but I think
15 the Councilman was on to how a lot of
16 this body feels and some of the
17 information that we could actually
18 discuss.

19 MR. DUBOW: And I think that
20 they can probably talk about market in
21 general and where they see the market
22 going. I don't think they'll be able to
23 say three years from now we think that it
24 will be 4 percent as opposed to 3. I
25 don't think they really see that until

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 they get into their second --

3 COUNCILMAN HENON: And that's
4 fine. As the Councilman started off, we
5 projected an annual 3 percent increase in
6 property values. Even if it went down to
7 2 percent, it would have been sort of the
8 same thing.

9 MR. DUBOW: Understood.

10 COUNCILMAN HENON: And then
11 Councilman Johnson asked for a district
12 breakdown. That would be great.

13 The Chair recognizes Councilman
14 Green.

15 COUNCILMAN GREEN: Thank you,
16 Mr. Chair.

17 I just wanted to follow up on
18 some of the questions that Council
19 President was asking in reference to the
20 break-even levels. And with the 11
21 percent increase in the property
22 assessments, you'll be able to provide to
23 this body the number of households that
24 will represent?

25 MR. DUBOW: We -- yes. Yes.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 COUNCILMAN GREEN: You were
3 kind of equivocating.

4 MR. DUBOW: Because I was
5 thinking of the way to do it and, yes, we
6 can do that.

7 COUNCILMAN GREEN: Okay. Are
8 you anticipating or are you trying to
9 contemplate how that information was
10 presented? I'm trying to get some
11 perspective on why you were hesitating.

12 MR. DUBOW: I was trying to
13 think of the information that we have,
14 and thinking of what we have, I think we
15 can do that, yes.

16 COUNCILMAN GREEN: Okay. We're
17 spending a lot of time talking about -- I
18 know the Administration spent a lot of
19 time talking about the homestead
20 exemption, and the initial proposal was
21 increasing it by 10,000. Now we're
22 talking about increasing it by 15,000.
23 How many people currently in the City
24 have taken advantage of the homestead
25 exemption?

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 MR. DUBOW: I think it's about
3 220,000 properties have homestead
4 exemptions.

5 COUNCILMAN GREEN: And what's
6 the gap of people who have not taken
7 advantage of the homestead exemption?

8 MR. DUBOW: So that's probably
9 about 70 percent of the people who should
10 have it. So there's still a number of
11 people who should have it, and one of the
12 things we've talked about is expanding
13 our outreach to make sure that we get
14 more people signed up.

15 COUNCILMAN GREEN: You're
16 reading my mind. Just like the earned
17 income tax credit, which I know
18 Councilman Domb often talks about, what
19 type of resources -- which I haven't seen
20 any information regarding resources being
21 devoted to getting information out
22 regarding the homestead exemption,
23 especially when you're talking about a
24 real estate tax increase.

25 MR. DUBOW: Yeah, and we can

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 get you more information on that and what
3 kind of outreach we're doing and how
4 we'll try to increase participation.

5 COUNCILMAN GREEN: Right. But
6 what dollars are being allocated? What's
7 the plan? I mean, that's something that
8 the Administration talked about early on,
9 and if you're looking at that as a way to
10 try to offset this increase, I think it's
11 really incumbent upon the Administration
12 to really, in a full-throated way,
13 explain to people what is the homestead
14 exemption and why, one, they should been
15 taking advantage of it before but, more
16 importantly, they should be taking
17 advantage of it especially when you're
18 talking about a real estate tax increase
19 when we've had a significant amount of
20 increases over the years and a number of
21 constituents are concerned because of
22 them being on a fixed income.

23 MR. DUBOW: Agree. Yeah. We
24 agree, and we'll get you that
25 information.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 COUNCILMAN GREEN: So when will
3 that information be provided to Council?
4 Is that in the next week, two weeks?
5 Marketing plan, the roll-out, dollars
6 allocated.

7 MR. DUBOW: We can get it for
8 you actually during the Finance hearing
9 this week.

10 COUNCILMAN GREEN: So about the
11 Finance hearings next week?

12 MR. DUBOW: Yeah.

13 COUNCILMAN GREEN: And that
14 will also include the amount of dollars
15 associated with that outreach?

16 MR. DUBOW: Yes.

17 COUNCILMAN GREEN: All right.
18 A couple other questions. I know -- I
19 believe on Page 2 we were talking about
20 assessments, and I know there was an
21 assessment court challenge. My question
22 is, what is the current status of
23 litigation and will that have any impact
24 on this new assessment proposal?

25 MR. DUBOW: I was looking for

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 the City Solicitor, and luckily he was
3 coming.

4 (Witness approached witness
5 table.)

6 MR. PRATT: Good afternoon,
7 Councilman. Marcel Pratt, Acting City
8 Solicitor.

9 So the case is still pending.
10 There was an injunction request that was
11 filed by a group of taxpayers to prohibit
12 the collection of taxes from them. That
13 was denied by the court. Right now the
14 case is in discovery. There's no
15 predicting when the case will be
16 resolved, but that's sort of where things
17 stand.

18 COUNCILMAN GREEN: But we have
19 not -- and this actually may be a
20 question for the Finance Director. We
21 have not put together any type of reserve
22 for that assessment court challenge?

23 MR. DUBOW: So the reserve for
24 federal funding that you talked about is
25 kind of built out of the additional

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 revenues from the increase in the
3 assessed values last year. So if we lost
4 the court case, we would lose probably
5 one year of that reserve.

6 MR. PRATT: Yeah. It's
7 possible. It depends on what remedies
8 the court orders. But at this time, we
9 don't think that's likely to happen.

10 COUNCILMAN GREEN: And that's
11 based on the current status of the
12 litigation and the injunction denied that
13 you believe will be successful?

14 MR. PRATT: No. I think that's
15 based on the strength of our arguments in
16 the case and the court's ruling so far.

17 COUNCILMAN GREEN: Okay. The
18 bell has rung, so I just have one other
19 question, and this kind of ties into, I
20 think, some of the questions that
21 Councilman Henon raised regarding the
22 William Penn lawsuit versus the --
23 William Penn, et al versus the
24 Pennsylvania Department of Education. I
25 know that litigation is pending, but it

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 makes me think of the impact -- and
3 Finance Director Dubow talked about the
4 impact on the pension fund. PSERS has
5 gone from like 5.6 percent of salary to
6 33.4 percent of salary, which is a major
7 impact on our school funding.

8 What steps have we taken to
9 either work with other school districts
10 to address this issue regarding the
11 school employees' retirement system?

12 MR. DUBOW: I think that's
13 probably a question for the District. I
14 don't have those details. I mean, we can
15 talk to them and --

16 COUNCILMAN GREEN: I understand
17 it's a question for the District, but
18 part of this \$905 million deficit by
19 FY23, a large portion of that comes from
20 the perspective that their pension costs
21 have gone up dramatically, so not only is
22 it a District issue, but it's also an
23 Administration and a Council issue,
24 because we're being asked upon and the
25 City are being asked upon to provide

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 additional resources to deal with one of
3 these fixed costs, and I would venture
4 that other school districts in other
5 cities around the Commonwealth are also
6 dealing with this issue. So has there
7 been any initiative to work with other
8 cities, other jurisdictions,
9 municipalities, working with our General
10 Assembly to look at this issue in a way
11 not just based from the Harrisburg
12 perspective but of a local perspective,
13 not just here in Philadelphia but other
14 cities around the Commonwealth?

15 MR. DUBOW: And I know that
16 they have worked with people on this
17 issue. I just don't know the details.
18 That's why I wanted to get back to you on
19 it.

20 COUNCILMAN GREEN: Okay. I
21 just think it's incumbent when you look
22 at and you talked -- when you were
23 talking with Councilman Oh about the
24 fixed costs of the School District, and I
25 agree they have been doing a better job,

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 that's why their credit rating has been
3 upgraded in reference to managing
4 resources, but when you look at the huge
5 increase in fixed costs, both from
6 charter schools as well as pensions,
7 that's something that we need to have a
8 more holistic perspective engaging in,
9 just not rely on other people to do so,
10 because that's part of the major reason
11 why we need to -- why the Administration
12 is asking for a property tax increase.

13 MR. DUBOW: Yeah. And as you
14 say, the pension issue is kind of a
15 statewide issue that was driven by
16 decisions that the legislature made in
17 Harrisburg.

18 COUNCILMAN GREEN: But being a
19 statewide issue and we are the only city
20 of the first class in the Commonwealth, I
21 mean, I think it would be incumbent upon
22 us to take some leadership on this issue,
23 working with our General Assembly,
24 working with other cities, cities of the
25 second class, third class who are also

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 having similar type of issues, not only
3 at the local level with pensions but also
4 from the school districts, and I think
5 this is something we can't just defer to
6 others, especially considering we're
7 being asked to make the hard decision of
8 doing a property tax increase for our
9 constituents.

10 MR. DUBOW: Understood.

11 COUNCILMAN GREEN: So can you
12 give us some type of timeline or plan of
13 when you anticipate trying to work on
14 that?

15 MR. DUBOW: We will get back to
16 you during this process. We'll talk to
17 the District and we'll get back to you.

18 COUNCILMAN GREEN: And I have
19 another question, but my bell has rung,
20 so I'll come back later.

21 COUNCILMAN HENON: Councilman,
22 if it's okay, we were trying to get
23 through our second round and then go --

24 COUNCILMAN GREEN: Right.
25 That's why I said that, I deferred.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 COUNCILMAN HENON: Great.

3 Thank you.

4 The Chair recognizes Councilman
5 Domb. And for the record, we are now on
6 the five-minute time for each member to
7 try to get their questions in. Then
8 we're going to be taking a little bit of
9 a break.

10 COUNCILMAN DOMB: Okay. Thank
11 you, Mr. Chairman.

12 A couple quick questions. Do
13 we have an idea in 2018, Fiscal Year
14 2018, what our overtime costs might be?

15 MR. DUBOW: We do. I think
16 we're both looking for the same document.
17 It's included in our quarterly reports.
18 And Anna got hers first.

19 COUNCILMAN DOMB: So in effort
20 of time --

21 MS. ADAMS: '18 total, our
22 projection is that we will spend 169.4
23 million in overtime in FY18.

24 COUNCILMAN DOMB: 169?

25 MS. ADAMS: 169.4 million.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 COUNCILMAN DOMB: How does that
3 compare to last year?

4 MS. ADAMS: So the actual in
5 FY17 was 158.9 million and then in '16 it
6 was 170.8 million.

7 COUNCILMAN DOMB: Okay. Are we
8 doing anything proactively to try to
9 manage that down?

10 MS. ADAMS: Yes. We work --
11 there's a few things that we do. Some of
12 this is trying to understand -- the first
13 thing we do is kind of understand what's
14 going on with departments' overtime.
15 Sometimes it's related to staffing
16 challenges, that there's fewer staff than
17 they had anticipated, and so that's why
18 overtime has gone up. In other instances
19 it could be related that there are
20 unanticipated cost drivers. For example,
21 in Police, I don't think anybody had
22 anticipated the sheer number of volume of
23 protests that we are now facing. So it
24 varies pretty dramatically by department
25 as to what the drivers are. So we, on a

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 quarterly basis, get data from the
3 departments about new projections,
4 explanations for any changes that are
5 happening in their overtime costs, and we
6 meet with them to figure out what is the
7 appropriate level. Sometimes using
8 overtime makes a lot more sense than
9 hiring additional staff. Other times
10 it's just a drag. We're not able to
11 provide as much services or improve our
12 services by the fact that we have a
13 staffing shortage and, therefore, we have
14 to use overtime.

15 So it really varies by
16 department. But, yes, we have a process
17 that we set up, which also we then report
18 out to PICA on with each department on
19 their overtime spend.

20 COUNCILMAN DOMB: Do you have
21 anything in this budget -- you have an
22 amount of 225 million for the union
23 contracts?

24 MS. ADAMS: That's right.

25 COUNCILMAN DOMB: And we

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 negotiated, I guess, recently one
3 contract with the FOP that totaled more
4 than the budget amount originally than we
5 had set aside. Do you think this 225 is
6 going to be enough for the remaining
7 contracts?

8 MS. ADAMS: I think if we
9 included everything that could
10 potentially come in that contract, it
11 would potentially set a floor for
12 negotiations, and so we think this is
13 something that's sort of a fair,
14 realistic number.

15 COUNCILMAN DOMB: In the
16 Economy League report that I just read,
17 it says that job creation in Philadelphia
18 has slowed down in 2017, which I was not
19 aware of. Are you forecasting that in
20 these projections?

21 MS. ADAMS: So our jobs -- so
22 we don't assume -- I don't think we
23 assume the same level of growth -- we
24 assume a certain amount of growth -- I'm
25 sorry. I'm just going to turn to the

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 page in our Five Year Plan where we talk
3 about our expectations of growth in the
4 economy.

5 I think -- we work with IHS,
6 which is our outside consulting firm, to
7 look at local employment, regional
8 employment, and national employment,
9 because all of which affects our wage
10 tax, as well as generally the economy.
11 And I can get you kind of the breakdown
12 of what they assume in terms of job
13 growth each year. I think I have my -- I
14 don't have the document with me that
15 shows kind of that growth, but I think we
16 basically are assuming fairly cautiously
17 optimistic growth.

18 We're having a very strong year
19 this year in terms of wage tax. We don't
20 anticipate that we maintain that strength
21 in wage tax throughout the Plan. We
22 aren't sure about how the federal tax
23 changes have impacted businesses and
24 wages and the fact that there are some --
25 we know that there were some firms that

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 gave out fairly large bonuses in January,
3 and so, therefore, it's not kind of part
4 of our base growth, but we're seeing kind
5 of a really strong year.

6 So I think -- we can send you
7 exactly kind of our projections over the
8 Five Year Plan and you'll see those
9 growth rates.

10 COUNCILMAN DOMB: Thank you.
11 Next time, though, I only need three-word
12 answers. Thank you.

13 MS. ADAMS: I'll do my best.

14 COUNCIL PRESIDENT CLARKE:
15 Thank you.

16 The Chair recognizes
17 Councilwoman Bass.

18 COUNCILWOMAN BASS: Thank you.

19 So just a couple of quick
20 questions. The first is slowing of the
21 wage tax. And so I know you talked about
22 it briefly, but the Mayor said in his
23 budget address that he was proposing
24 readjusting the scheduled reductions in
25 the wage tax, and I'm wondering if you

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 could give us something a little more
3 concrete in terms of what that actually
4 is, what that really means in terms of
5 what the plan for projections are and
6 what the new projections are.

7 MR. DUBOW: Yeah. So under the
8 projections in the Plan, the wage tax
9 rate would go from 3.89 to 3.84 percent
10 over the five years. That cost to the
11 Plan is about \$88 million.

12 COUNCILWOMAN BASS: About what?

13 MR. DUBOW: \$88 million over
14 the Plan.

15 MS. SLUSSER: And the previous
16 reductions were going to?

17 MR. DUBOW: 3.7.

18 COUNCILWOMAN BASS: Okay.

19 Also, Jane, according to your testimony
20 on Page 3, out of the 2,700 pre-K slots
21 that we have available now, thanks to the
22 early childhood education initiative, can
23 you tell me how many are three and four
24 star slots and how many are one and two
25 star slots? Originally we were told that

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 they'd all be high quality, which was
3 translated into the three and four star
4 slots, and just recently I was informed
5 that a number of these slots are one and
6 two star. And so I'm just -- if you
7 could give us some sort of a sense of the
8 numbers citywide, because this was sold
9 as early -- high-quality early childhood
10 education, the difference between having
11 a babysitter and an early childhood
12 instructor who was going to prepare them
13 so that they hit kindergarten very well
14 prepared.

15 MS. SLUSSER: Yeah.

16 COUNCILWOMAN BASS: So I just
17 want to be clear on that, because this is
18 something that people were expecting that
19 these were all going to be three and
20 four.

21 MS. SLUSSER: Yeah. And I'll
22 pass it over to Otis and Julie, but we
23 always wanted to make sure that in
24 addition to providing that quality
25 education, that we were helping more

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 providers increase the quality of the
3 education that they were able to provide,
4 because when we do that, we not only are
5 able to provide quality education to all
6 the kids that we're funding in those
7 programs, but then you're lifting all
8 those other kids up by providing that.
9 But I'm going to pass it over to them for
10 the actual numbers.

11 COUNCILWOMAN BASS: I just want
12 to say that I think that's great, but
13 that's not what we told people we were
14 doing. So I just think we need to -- and
15 if that's the message and that's what was
16 a part of the original plan, you know, I
17 think it's a great thing as well, but we
18 have to be --

19 MS. SLUSSER: Yeah. You want
20 to make sure we don't have kids who are
21 staying in programs that aren't improving
22 their quality.

23 COUNCILWOMAN BASS: Absolutely.
24 (Witnesses approached witness
25 table.)

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 MR. HACKNEY: Good afternoon.

3 Otis Hackney, Chief Education Officer for
4 the City.

5 Thank you for your question.

6 Yes, and I think Jane kind of hit on some
7 of the points, the talking points, around
8 the work and efforts that we put forward
9 with trying to increase quality seats by
10 lifting up a number of providers. And I
11 think Julie is going to share some more
12 numbers in terms of the number of
13 providers that we've actually increased
14 and improved to increase the number of
15 seats or children sitting in quality
16 programs.

17 MS. BEAMON: Good afternoon.

18 My name is Julie Beamon. I'm the PHLpreK
19 Director.

20 Currently we have 86 sites in
21 the PHLpreK network. From the beginning
22 of the program in January 2017, 22 of
23 those sites have improved to star three.
24 So originally we started out with 39 star
25 one and star two providers.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 COUNCILWOMAN BASS: I'm sorry.

3 Slow down. Say that number again.

4 MS. BEAMON: There are
5 currently 17 that are star one and star
6 two.

7 COUNCILWOMAN BASS: Out of 86?

8 MS. BEAMON: Out of 86, yes.

9 And originally we started with 39. So
10 there are 22 that have improved to
11 quality.

12 In addition to that, even in
13 the star one and star two centers, all of
14 the PHLpreK classrooms were required to
15 operate at the star three level. So that
16 meant that they had the appropriate
17 staff, they had the equivalent
18 credentials to what our star three
19 providers are required to have in the
20 star three classroom.

21 COUNCILWOMAN BASS: Okay.

22 Well, that's good to know, but, again,
23 it's not what was originally proposed and
24 sold to our communities, and so I just
25 think that we need to be consistent on

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 that.

3 I have one other very quick
4 question, which is for DHS. And, Jane,
5 you mentioned that one and a half million
6 was coming from the City budget to DHS
7 and 9 million from the state and federal
8 sources, and I just wanted to be clear
9 because I didn't -- I couldn't figure out
10 exactly where those funds were going, if
11 they were going to CUAs to support foster
12 care support and services or if they were
13 going to DHS directly.

14 I have -- as the Commissioner
15 will acknowledge, I have not been a fan
16 of the CUA system, and so I have a great
17 amount of concern for what would be \$10
18 and a half million, if that's where those
19 funds are going.

20 (Witness approached witness
21 table.)

22 COMMISSIONER FIGUEROA: Good
23 afternoon. Cynthia Figueroa,
24 Commissioner, DHS.

25 Just to clarify, the increase

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 is for foster care providers. We have
3 just over 25-plus providers that we work
4 with our network. They're the providers
5 that actually license the home for the
6 parents who take children in from the
7 Department of Human Services. And it
8 just -- the total amount is the
9 federal/state dollars that come from the
10 match. So the majority of the funding
11 comes from the state, and the City
12 contributes a portion.

13 COUNCILWOMAN BASS: So then
14 some of these funds are going to CUAs; is
15 that what I'm hearing?

16 COMMISSIONER FIGUEROA: So
17 there are some CUAs who are also foster
18 care providers. So it's an independent
19 contract from the CUA contract.

20 COUNCILWOMAN BASS: How many of
21 the CUAs would be eligible to receive
22 funds?

23 COMMISSIONER FIGUEROA: So all
24 six of the organizations that operate
25 CUAs have foster care contracts as well.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 COUNCILWOMAN BASS: So all of
3 them would be eligible for these funds?

4 COMMISSIONER FIGUEROA:
5 Correct. And they vary depending on how
6 many homes are licensed.

7 COUNCILWOMAN BASS: Okay. All
8 right. Thank you. That answers my
9 questions.

10 COUNCIL PRESIDENT CLARKE:
11 Thank you, Councilwoman.

12 The Chair recognizes
13 Councilwoman Quinones-Sanchez.

14 COUNCILWOMAN SANCHEZ: Thank
15 you.

16 Good afternoon. I wanted to go
17 to a little bit around the expectations
18 with our increased funding to the School
19 District and want for the record to state
20 that every time we've done increases for
21 the School District, we've been very
22 specific about targeting the money to
23 what we considered shared values, so K to
24 3 supports, student supports, counselors,
25 nurses, and some of the other issues.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 Rob mentioned this is kind of a
3 lump sum. So, Jane, can you articulate
4 what is the Mayor's expectation of local
5 control and this funding is supposed to
6 get us? Like what are the areas that
7 we've been specific about where we want
8 to see continued investments obviously
9 where we've seen progress?

10 MS. SLUSSER: Yeah. So I think
11 one of the areas that we want to invest
12 in is early literacy. So I believe the
13 Plan includes reading coaches for
14 elementary school and expanding some of
15 the current programs provided for early
16 literacy up through grades 4 and 5.

17 There is also some investments
18 in career and college readiness,
19 including expanding and improving CTE
20 programs, apprenticeship programs, IT
21 internships, high school pathways, also
22 expanding college access and preparedness
23 with advanced placement courses, free SAT
24 testing, the middle college program where
25 high school students --

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 COUNCILWOMAN SANCHEZ: So that
3 you don't -- I only have my five minutes.

4 So we expect to be -- can we
5 not, as the Council President said, can
6 we not get that information at the last
7 minute? Can we really specifically look
8 at where the targets are going to be?

9 Is it an expectation by the
10 Administration -- because I think
11 Councilman Oh alluded to this. We don't
12 have a student-weighted formula locally.
13 Has that been requested of the District
14 so if we make this kind of long-term
15 infusion of money, that we get there?
16 Outside of what's going on at the state,
17 is there an expectation that we will do
18 that?

19 MS. SLUSSER: An expectation
20 that we'll get a per pupil funding
21 increase?

22 COUNCILWOMAN SANCHEZ:
23 Student-weighted formula. If we're going
24 to now become an equal funder of the
25 School District, are we going to have a

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 student-weighted formula? I think in the
3 school districts, whether it was
4 renaissance or others, they've been able
5 to see that when they invest in
6 low-performing schools additional money,
7 they get a better return. How is this
8 money going to be utilized to ensure that
9 the money is going where the highest need
10 is?

11 MS. SLUSSER: So I think these
12 are all the programs that we're investing
13 in. If it's in terms of how are we
14 getting the School District to report
15 back on those successes, I do think that
16 is something that we want the School
17 District here to talk a little bit more
18 about with us.

19 COUNCILWOMAN SANCHEZ: I think
20 that they should be expected to come in
21 with that kind of commitment, that if it
22 takes us two years, if it takes us five
23 years in this Five Year Plan, but I'd
24 like to see that, because as Councilman
25 Oh alluded to, the good schools are

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 always the good schools, right? The bad
3 schools are always the bad schools. Then
4 we pump in money and they become better
5 schools, but we don't pump in money to
6 enough of those schools.

7 So I think that if we want to
8 make this kind of investment, I think at
9 minimum we should have a pathway to how
10 we get there. But let me be clear that
11 every time we voted for a tax increase,
12 we've been very, very specific about
13 where the money goes. We talked about
14 saving TransPasses, we talked about K to
15 3. It's never been like you get this
16 lump sum, you get to decide where it
17 goes. So just for the record, because
18 all of us are going to be looking at
19 that.

20 As it relates to the
21 investments in public safety, I wanted
22 the Administration to articulate to me,
23 how do we explain the increased funding
24 around police when we're also talking
25 about decriminalization? So our budget

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 is now going to go to 31 percent to
3 public safety. What's the messaging
4 around that?

5 MS. SLUSSER: I mean, so a
6 number of those investments are going
7 into the Fire Department as well, which
8 is really focused on sort of improving
9 the level of service since that's been an
10 area where they just didn't have
11 sufficient funding in the past. I think
12 when we're looking at the police funding,
13 we are trying to address some of the
14 challenges that we have of crime-fighting
15 in various neighborhoods and that we just
16 need to have the full force in order to
17 do that. I don't think that it is that
18 they are out there in order to arrest
19 more people. It is that they are out
20 there to keep more people safe.

21 COUNCILWOMAN SANCHEZ: I think
22 there's going to be a need, particularly
23 when the Police Department comes up.
24 There's all this discussion around
25 decriminalization. And, again, I'm a

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 high need area, right? I don't want a
3 police state, though. There's a
4 difference between smart policing and
5 just having a bunch of police out there,
6 and I think we owe it to the citizens to
7 kind of explain what are we going to do
8 different to make them safer.

9 MS. SLUSSER: Yeah.

10 COUNCILWOMAN SANCHEZ: Thank
11 you, Council President.

12 COUNCIL PRESIDENT CLARKE: Are
13 you good?

14 COUNCILWOMAN SANCHEZ: Well, I
15 can keep asking.

16 COUNCIL PRESIDENT CLARKE:
17 Thank you, Councilwoman.

18 The Chair recognizes
19 Councilwoman Blackwell.

20 COUNCILWOMAN BLACKWELL: Thank
21 you very much.

22 We have talked to the airport,
23 and that's worked out. Those people will
24 be paid and notified today or tomorrow
25 about payment. So that's okay.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 MR. DUBOW: Great.

3 COUNCILWOMAN BLACKWELL: Thank
4 you, Lord.

5 Number two, I agree with all
6 that has been said by my colleagues. I
7 seem to be in order, so I can benefit
8 from what they're saying. And as Council
9 knows, we worked hard on CAT program and
10 CTE program, and we will be expecting
11 great things from those programs when it
12 comes to these neighborhood schools,
13 people working, because we work a lot
14 with our institutions. We want certainly
15 you to deal with our institutions, but we
16 want you to make sure we have specific
17 detailed information about this group of
18 students. It's so important that they
19 get a chance. And we tried to start
20 it -- or not start it, but expand it, and
21 we're asking certainly that we receive a
22 lot of details and that you work hard to
23 make that happen.

24 Thanks, Mr. President.

25 COUNCIL PRESIDENT CLARKE:

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 Thank you, Councilwoman.

3 The Chair recognizes Councilman
4 Domb.

5 COUNCILMAN DOMB: Thank you,
6 Council President.

7 Could we ask Commissioner
8 Breslin to come up maybe.

9 (Witness approached witness
10 table.)

11 COUNCILMAN DOMB: Good
12 afternoon, Commissioner. You ever watch
13 Johnny Carson when he used to be on and
14 he held the envelope to his head?

15 COMMISSIONER BRESLIN: I did.
16 Carnac.

17 COUNCILWOMAN DOMB: Carnac,
18 right. So I hold in my hand --

19 COUNCIL PRESIDENT CLARKE:
20 Commissioner, state your name for the
21 record.

22 COMMISSIONER BRESLIN: Frank
23 Breslin, Revenue Commissioner.

24 COUNCIL PRESIDENT CLARKE:
25 Thank you.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 COUNCILMAN DOMB: --

3 (continued) an investor who lives in
4 Villanova, Pennsylvania, has 33
5 delinquent properties in real estate
6 taxes. So I'm going back 19 years,
7 totalling 293,000 against 3.7 million of
8 value, that owes us money right now. So
9 a few questions I wanted to ask you about
10 our delinquencies, which, by the way, I
11 will commend you and your department. I
12 think you improved the delinquency
13 collection in the last few years that
14 I've been here in a very good fashion.
15 So that's positive.

16 On real estate taxes, just so
17 we're clear, real estate taxes are a
18 first lien on real estate?

19 COMMISSIONER BRESLIN: Correct.

20 COUNCILMAN DOMB: They come
21 before the mortgage.

22 COMMISSIONER BRESLIN: That's
23 correct.

24 COUNCILMAN DOMB: And in the
25 reports that you provide us on real

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 estate taxes, we write off any debt
3 that's greater than ten years? We don't
4 report it on the statement?

5 COMMISSIONER BRESLIN: We
6 categorize it differently, so we don't
7 call it an active delinquency. It's an
8 older delinquency. But for collection
9 purposes, it's not written off. We still
10 actively pursue it.

11 COUNCILMAN DOMB: Still active
12 for collection.

13 COMMISSIONER BRESLIN: Yes.

14 COUNCILMAN DOMB: Okay. And
15 the last time that I checked on real
16 estate, there was about \$394 million,
17 including interest and penalties,
18 including the current ten years and the
19 prior delinquencies.

20 COMMISSIONER BRESLIN: I think
21 that's about right.

22 COUNCILMAN DOMB: And if I
23 recall, about 110 million were in
24 different types of payment plans or
25 bankrupt or old liens that are in

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 programs we can't really go after.

3 COMMISSIONER BRESLIN: What was
4 that percentage?

5 COUNCILMAN DOMB: 110 million
6 of that 394.

7 COMMISSIONER BRESLIN: That is,
8 yes, 25 percent. That's about right,
9 yeah.

10 COUNCILMAN DOMB: And of the
11 total delinquent properties, there are
12 67,000 delinquent properties, of which,
13 if I recall, 16 percent or about 25
14 percent are owner-occupied or we believe
15 are owner-occupied and 51,000 are
16 commercial, industrial, multi-family,
17 investors, whether it's residential or
18 commercial, and vacant property.

19 COMMISSIONER BRESLIN: I'm not
20 positive on those numbers. They sound
21 about right, though. I'd have to check.

22 COUNCILMAN DOMB: Okay. And so
23 if we were to exclude owner-occupieds
24 from collections, we would still be able
25 to collect again 75 percent of the

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 delinquency, it appears, of the dollars.

3 COMMISSIONER BRESLIN: I think
4 that's about right. I know we prepared
5 an analysis of that and I can get those
6 numbers to you.

7 COUNCILMAN DOMB: And right now
8 you report a collection rate of 95.5, I
9 think, percent.

10 COMMISSIONER BRESLIN: 95.5,
11 correct.

12 COUNCILMAN DOMB: And on a
13 billing of 1.45 billion roughly that's
14 going to be our new real estate tax bill,
15 roughly, in that range. So for every
16 point that we improve collection, it's
17 14,500,000.

18 COMMISSIONER BRESLIN: Yeah.

19 COUNCILMAN DOMB: So if we
20 improve our collection rate by two
21 points, it's 29 million per year.

22 COMMISSIONER BRESLIN: Yes.

23 COUNCILMAN DOMB: And if it's
24 three points, it's 42 or 43 million per
25 year, which over five years could be

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 either 150 million or over 200 million
3 over our five-year projection. I'm not
4 counting the back stuff. I'm just
5 talking about improving the current
6 collection rate.

7 COMMISSIONER BRESLIN: Correct.
8 95.5 refers to our collection within the
9 year of the delinquency.

10 MR. DUBOW: Just one point.
11 Also that assumes that we aren't already
12 collecting some of the stuff that's not
13 collected within the first year within
14 the Five Year Plan, and the Five Year
15 Plan assumes delinquency collection. So
16 some of that when you're shifting to --
17 when you're increasing the on-time
18 collection, you lose some delinquency.
19 So there's some trade-off. So it would
20 definitely be more revenue, probably a
21 little less than the numbers we're
22 talking about.

23 COUNCILMAN DOMB: But when we
24 did that study two years ago, the numbers
25 were between, of the old stuff that we

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 could maybe collect, the 394 that's
3 really only 294 or 290, they thought we
4 could collect \$75 to maybe \$90 million of
5 the old stuff. Is that still pretty
6 accurate?

7 COMMISSIONER BRESLIN: That
8 number looked at the entire delinquency
9 and didn't look for the status of the
10 delinquencies. So there were a lot of
11 numbers in that study which we wouldn't
12 be able to collect in that process
13 because -- we call them inactionable.
14 They're people that are in payment
15 agreements, they may be in bankruptcy,
16 they may be under appeal. So at the
17 time, we noted that, that those numbers
18 were probably significantly overstated
19 because of that.

20 COUNCILMAN DOMB: So there's
21 two points here. One is the ongoing
22 collection rate increase and the other is
23 the collection of the back taxes. In the
24 collection of the back taxes, what do you
25 think is a reasonable number if we moved

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 forward?

3 COMMISSIONER BRESLIN: I don't
4 have a projection --

5 COUNCILMAN DOMB: Excluding
6 owner-occupants. I'm talking about
7 taking owner-occupants off the table.

8 COMMISSIONER BRESLIN: Just how
9 much in delinquency can we collect per
10 year?

11 COUNCILMAN DOMB: What's the
12 potential that we could collect?

13 COMMISSIONER BRESLIN: I think
14 our number has been about \$100 million of
15 delinquency. I'll have to look at that
16 collection number. And I think we've
17 been making -- if you look at the CAFR
18 and you look at the 95.5, you'll see that
19 that number has been rising every year.
20 So we're very proud of that number.
21 We've been reducing the number of
22 delinquents.

23 So I think the point that I'm
24 trying to make is, the Department has
25 been making great progress in collecting

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 delinquents, in collecting delinquent
3 real estate.

4 COUNCILMAN DOMB: But if we're
5 using the program that we talked about,
6 which you've supported and so has Rob and
7 so has the Mayor, that would increase our
8 collection rate on an ongoing basis
9 potentially two to three points.

10 COMMISSIONER BRESLIN: Well, I
11 think you're talking about like the New
12 York model of the lien sale?

13 COUNCILMAN DOMB: Yes.

14 COMMISSIONER BRESLIN:
15 Securitization. So when we looked at
16 that, at the time we looked at that, our
17 collection number in the year of the levy
18 was significantly lower. So we're happy
19 that over the last two years, that number
20 has been going up and hopefully will
21 continue to go up.

22 When we looked at jurisdictions
23 that were doing that, they had a -- kind
24 of the target was to get the collection
25 up to 98 percent. So kind of what's

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 happened is although we're still looking
3 at securitization and we're not soured on
4 it, but the dynamics are changing a
5 little bit, because we've been making
6 incremental progress and we've been
7 closing that gap.

8 So really I think the analysis
9 that we would have to make would be with
10 the percentage we're at now, at 95.5,
11 which hopefully will even be higher when
12 we close the fiscal year and the higher
13 number for the 2018 CAFR, is whether
14 securitization still makes sense. And
15 because jurisdictions took some time to
16 achieve that 98 percent, it wasn't a
17 silver bullet. So it didn't happen
18 instantaneously. So I think that's the
19 analysis we would do. And an important
20 part of securitization that every
21 jurisdiction does and we would do is the
22 due diligence stage. So everything that
23 we're talking about here is really
24 preliminary and it was looking without a
25 deep dive into the delinquency, but

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 before we would move forward with a
3 securitization, a really important part
4 of the process would be a due diligence
5 phase where a manager would come in and
6 look at -- really take that deep dive
7 into our delinquency and make a
8 determination whether securitization
9 makes sense, because it's a totally
10 different process of collection. It's
11 actually bringing in a manager who is
12 going to securitize a small pool of that
13 delinquency and actually create a trust
14 and issue bonds, and there's costs
15 associated with that. So really -- and
16 risk associated with that.

17 So I think the due diligence
18 phase is really critical, even more
19 critical now as we have a smaller
20 delinquency, to see if this really makes
21 sense in, one, increasing that collection
22 percentage but, two, in light of the
23 costs associated with it. Because as the
24 delinquency reduces, then those costs
25 don't -- a lot of them are kind of fixed

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 costs and they're not going to decrease
3 because the delinquency did. So as we
4 look at it as a percentage of the
5 delinquency, does it make sense, because
6 the percentage would then be higher.

7 COUNCILMAN DOMB: But you still
8 have 67,000 delinquent properties, of
9 which 16,000 are owner-occupants and
10 51,000 are commercial, industrial, and
11 investors and vacant land. That's still
12 on the books.

13 COMMISSIONER BRESLIN: Yes.
14 And as I referred to earlier, what ends
15 up happening is as part of the
16 securitization is, you take that pool --
17 we would take our pool of our total
18 delinquents, and then out of that pool we
19 have to take out everything that's
20 inactionable. So that's the
21 bankruptcies, the payment agreements. We
22 would take out owner-occupied out of
23 that. We'd probably take vacant land out
24 of that. And then there's also
25 guidelines that the manager has. So

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 there's age of debt, there's
3 lien-to-value ratios, a whole host of
4 factors that the manager would then apply
5 to the delinquency and boil it down to
6 what's available for securitization, and
7 that's really the number that we would
8 have to get to. We can't do that
9 until --

10 COUNCILMAN DOMB: Let me
11 just -- we looked at this three or four
12 months ago, and I think you guys said to
13 me 19,000 of those properties could be
14 securitized and they would produce enough
15 revenue. That's what I was told.

16 COMMISSIONER BRESLIN: With the
17 owner-occupied?

18 COUNCILMAN DOMB: No;
19 commercial.

20 COMMISSIONER BRESLIN: With
21 just the commercial?

22 COUNCILMAN DOMB: Like this
23 person who is in Villanova who has 33
24 properties and some going back 19 years,
25 would this method take care of getting

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 these taxes paid?

3 COMMISSIONER BRESLIN: Yeah,
4 but as I said, we would have to look at
5 those delinquencies and see if they would
6 be part of the securitization process,
7 and it's a very complicated process. And
8 hopefully it would, and I'm assuming that
9 that taxpayer is an actionable taxpayer,
10 so they're not in a payment agreement.

11 One of the things -- one of the
12 enforcement tools that we started a
13 little over a year ago, and it was
14 designed exactly for taxpayers like this,
15 is we're able to move the liens from the
16 Philadelphia properties and actually
17 place a lien in this case on that
18 Villanova property. So now that
19 investor, his personal residence is not
20 protected. If he wanted to sell that
21 residence, if he wanted to borrow on that
22 residence, then he would have to satisfy
23 the liens on the investment properties.
24 So that's also -- so I think that's why
25 our collection numbers are higher. We're

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 using a lot of different tools. We've
3 been really focused on this for the past
4 four or five years, and we're seeing the
5 benefits right now. And we've been
6 talking about the right tool at the right
7 time, and that's been our motto, and
8 that's always been why we wanted
9 securitization as part of that. It's an
10 additional tool that we would only use if
11 it was right for the situation, and
12 that's what we would determine through
13 the due diligence phase with a manager.

14 COUNCILMAN DOMB: Okay. Thank
15 you.

16 Thank you very much, Council
17 President.

18 COUNCIL PRESIDENT CLARKE:
19 Thank you. Thank you, Councilman.

20 Mr. Breslin, real quick. I had
21 no intention on asking you questions
22 today, but --

23 COMMISSIONER BRESLIN: My lucky
24 day.

25 COUNCIL PRESIDENT CLARKE: --

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 Councilman Domb started it. I'm sorry.
3 But real quick. The properties that the
4 Councilman just referenced, is there
5 anything that stops us from moving ahead
6 on those liens by certifying them for
7 Sheriff Sale or --

8 COMMISSIONER BRESLIN: No.

9 COUNCIL PRESIDENT CLARKE: So
10 we can -- bottom line, we can get our
11 money currently with the current program.
12 And then I think the legislation, I think
13 you briefly mentioned it, that we got
14 authorized by the state a year or so ago
15 that allowed us to do -- can we do that
16 on those properties in question?

17 COMMISSIONER BRESLIN: Yes.

18 And my guess would be we probably have on
19 that particular property. If the
20 Councilman will share the information
21 about that account, we'll check to make
22 sure that we've had. And my guess would
23 also be that those properties are
24 probably in our enforcement -- for
25 foreclosure, and if they're not, we'll

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 look why, but that's why I asked about
3 the enforcement status. It's also
4 possible if they're in payment
5 agreements, then there would be nothing
6 else we would do. They're considered
7 essentially compliant.

8 COUNCIL PRESIDENT CLARKE:

9 Okay. I want to thank you. You had your
10 team out Saturday. It was kind of a
11 pilot program on the OOPA program I had
12 up in the library in Strawberry Mansion,
13 and I was impressed with the folks that
14 you had lined up in terms of the set-up
15 and the availability. We had some folks
16 coming in, making agreements on site.
17 And I understand it was the first one.
18 We do have to make some tweaks in terms
19 of getting responses. We probably got to
20 change the flyer a little bit. I can see
21 a person getting that particular flyer we
22 sent out and say, I'm not going there.
23 But I just want to tell you, your group
24 there was really, really impressive and
25 on time and we actually -- I was

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 witnessing people actually coming in and
3 had the notice that was sent out and they
4 were making agreements right there. So
5 our ability to roll that out in earnest
6 across the City is something that we
7 clearly should do, particularly for those
8 owner-occupied properties and then
9 expanding it to commercial to get people
10 to come in and make reasonable
11 agreements. So I want to thank you and
12 your team for working with us on that.

13 COMMISSIONER BRESLIN: You're
14 welcome. Thank you. I'll pass that
15 along to my team.

16 COUNCIL PRESIDENT CLARKE: I
17 know you didn't anticipate me
18 congratulating you on some great stuff.

19 COMMISSIONER BRESLIN: I did
20 not, but I'm glad --

21 MR. DUBOW: It really was your
22 lucky day.

23 COUNCIL PRESIDENT CLARKE:
24 Thank you. I won't proceed with this
25 other information, but thank you so much.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 COMMISSIONER BRESLIN: You're
3 welcome.

4 COUNCIL PRESIDENT CLARKE:
5 Thank you, Councilman.

6 The Chair recognizes
7 Councilwoman Quinones-Sanchez.

8 COUNCILWOMAN SANCHEZ: Thank
9 you.

10 I have two brief ones and then
11 I'll stop.

12 Anna mentioned earlier that
13 there's some potential increases in
14 non-tax -- taxable revenues. Can we get
15 a copy of what those fees and fines are
16 and what we have in outstanding
17 collections? I want to make sure that we
18 don't overburden particularly -- people
19 look at all of these as nickel and diming
20 them, right, when we look to increase all
21 of these things. It's the cost of doing
22 business. It's like, why I got to pay
23 more for a copy of a record that the City
24 has? Don't my taxes pay for that?

25 So I just want to be mindful of

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 that as we look at those.

3 And then my last one is, one of
4 the things that the Department rolled out
5 this year was this new litter index
6 chart, right? And so going back, the
7 Streets Department is on the
8 performance-based budgeting, right?

9 MS. ADAMS: Yes.

10 COUNCILWOMAN SANCHEZ: So the
11 index is out. So now folks could see how
12 they're doing, right?

13 MS. ADAMS: Yes.

14 COUNCILWOMAN SANCHEZ: So what
15 is going to be our goals for improvement
16 and how will our performance-based
17 budgeting show the resources being
18 allocated to meet those goals?

19 MS. ADAMS: So I think the
20 Streets Commissioner is here and he can
21 talk a little bit about kind of the goals
22 related to litter.

23 So program-based budgeting has
24 now -- previously all sanitation was in
25 one big division, and now under

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 program-based budgeting, that has been
3 split into multiple programs. So you can
4 see a little more clearly how the
5 sanitation budget works and what are the
6 specific initiatives that Streets has
7 related to sanitation. And I don't have
8 the measures in front of me, but you can
9 then see kind of related to recycling,
10 related to trash collection, on-time
11 pickup, that's all kind of connected --
12 in the budget detail it will show that.
13 Not only all the expenditures, but also
14 kind of the measures and how we are
15 evaluating how effective that program is
16 being.

17 I'm not sure and I'd defer to
18 Carlton about whether there is a specific
19 goal that we've included with litter, but
20 if not, we can work on that.

21 (Witness approached witness
22 table.)

23 COMMISSIONER WILLIAMS: Good
24 afternoon, Councilwoman. Carlton
25 Williams, Streets Commissioner for the

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 City of Philadelphia.

3 Yes. We did a litter index
4 last year. That was a very detailed
5 objective measurement of where we're
6 having problematic locations. We've
7 always done litter indexing, but not like
8 this before where we measured every block
9 in the City of Philadelphia and gave it a
10 score based on its current condition.

11 The goal is to take a look at
12 where we're having our most problems at,
13 and it's not as surprising as we've done
14 in the past, but this is more detailed,
15 because we're now able to pinpoint
16 exactly where our most challenging parts
17 of the City are, so we can target limited
18 resources.

19 What we hope to do with that
20 data is, number one, target those
21 resources to have better enforcement
22 methods. We certainly thank City
23 Council, yourself, Councilman Green for
24 increasing the fines to go after illegal
25 dumpers, which is probably the number one

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 biggest challenge that we're facing in
3 terms of litter conditions in our city
4 today with the number of tires that we're
5 finding on the streets, the constant
6 construction debris in locations
7 specifically in your district. Those are
8 many of the challenges that we're trying
9 to target and face.

10 We're looking at making
11 investments in extending our camera
12 program with fiberoptics to now try to
13 catch people and hold them accountable as
14 opposed to giving them a slap on the
15 wrist or not being able to catch them at
16 all. So this data is very important for
17 us to be able to target those areas so
18 that we can extend those limited
19 resources to try to prevent these
20 problems from continuously reoccurring.

21 COUNCILWOMAN SANCHEZ: So
22 you're going to target the, what, top 100
23 sites? What does that look like? I want
24 to see what is the resources allocation
25 to them, right? So we have certain

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 commercial corridors, deep, deep need.

3 Like are we going to be able to see kind
4 of those resources tied into those?

5 What I don't want to be is in a
6 situation where three years out, we have
7 a map that doesn't change because we're
8 not allocating the resources to those
9 targeted. I mean, this camera situation
10 is beyond me. Why we can't have these
11 cameras up quicker, faster, all those
12 things, but, you know, are we going to be
13 able to establish some goals? Because
14 anybody can go online and see what my
15 litter index is, right? And then I'm
16 going to go out and they're going to say,
17 well, what are you doing about my litter
18 index, which, by the way, I look at all
19 the time, every time I'm going somewhere,
20 because I know I'm going to get asked
21 that question. What is going to be the
22 correlation between your budget and those
23 litter indexes?

24 COMMISSIONER WILLIAMS: You
25 make a good point. So we certainly have

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 to look at what our current resources are
3 to try to address those issues and what
4 are they.

5 The other purpose of that index
6 as well is to try to engage the community
7 to see what they're going to do as well.
8 We just had -- we kicked off one in the
9 very mini neighborhood community
10 meetings, one coming to your district
11 really soon, to engage block captains and
12 residents on solutions to problematic
13 locations that we continue to service.
14 So for this year, Philly Spring Cleanup,
15 for example, we've targeted areas that
16 are continuously dumping around the
17 viaduct areas around the -- with SEPTA's
18 and Amtrak service that comes into the
19 City, and we're working with those
20 residents to try to come up with
21 solutions to address illegal dumping.
22 And a lot of this stuff happens to be
23 unfortunately residential trash, that
24 people are just coming out of their homes
25 and dumping it over onto the tracks. So

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 we have to change that type of behavior,
3 but now that we know where it's
4 occurring, we can go out and message to
5 them and talk about ways in which we can
6 prevent it. And unfortunately sometimes
7 we have to do enforcement, and so those
8 fines that you passed last year are very
9 important to us.

10 COUNCILWOMAN SANCHEZ: So,
11 again, we're going to continue to
12 challenge SEPTA to step up more to the
13 plate around their litter indexes. I
14 want us to really monitor those bus stops
15 where my indexes are higher, because they
16 do have everything to do with being bus
17 stops and the people's inability to take
18 trash into the buses, and we need to have
19 a plan. Those are their customers.

20 COMMISSIONER WILLIAMS: So
21 they're a part of the Zero Waste and
22 Litter Cabinet. We're happy to say that
23 we're working very closely with them to
24 talk about those issues. We don't have a
25 concrete plan to address litter around

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 bus stops at this moment, but that's
3 something that is definitely a part of
4 the conversation, and we certainly look
5 forward to working with your office to
6 continue that.

7 COUNCILWOMAN SANCHEZ: Well,
8 SEPTA is going to have to put up.

9 COMMISSIONER WILLIAMS:
10 Understood.

11 COUNCILWOMAN SANCHEZ: That's
12 their customers. Kensington and
13 Allegheny, 30,000 people, it is filthy.
14 It is filthy. It's their customers. We
15 can't keep just talking about it. They
16 have to give us -- we now know most of
17 the litter is theirs or their customer
18 base. We need to have something more
19 concrete than we're working together,
20 they're part of the Cabinet. This is
21 their customer base. They need to give
22 us a plan. And I think we shouldn't
23 accept anything other than a plan for
24 that.

25 COMMISSIONER WILLIAMS:

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 Understood, Councilwoman.

3 COUNCILWOMAN SANCHEZ: I mean,
4 they keep fighting this, we won't have a
5 trash can in our buses, but then the
6 neighbor at the corner doesn't want to
7 have a trash can because then they get
8 fined, you know. That's why how we fine
9 people and do these fees is hugely
10 important. It sends a message.

11 But I look forward to working
12 with you, Commissioner. I appreciate --
13 I know we have a lot of sites. We try to
14 work on them.

15 COMMISSIONER WILLIAMS:
16 Absolutely.

17 COUNCILWOMAN SANCHEZ: You need
18 to have your cameras wherever you need to
19 have them, and we need to get SEPTA to
20 pick up their trash.

21 COMMISSIONER WILLIAMS:
22 Understood.

23 COUNCILWOMAN SANCHEZ: Thank
24 you.

25 Thank you, Council President.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 COUNCIL PRESIDENT CLARKE:

3 Thank you, Councilwoman.

4 The Chair recognizes Councilman
5 Green.

6 Commissioner.

7 Councilman Green.

8 COUNCILMAN GREEN: Thank you,
9 Mr. President.

10 I just wanted to follow up and
11 I wanted to thank your office as well as
12 the District Attorney's Office and the
13 Managing Director's Office on that short
14 dumping legislation that we did a little
15 while ago.

16 I'm curious, one of the
17 challenges even with the increase in
18 fines is that how do we find a way to,
19 for lack of a better word, deputize
20 people to report on those that are doing
21 short dumping. And I know that doing the
22 cameras and some of the other technology
23 help, but what have been some of the
24 practices you've seen in other cities to
25 try to get more people engaged, trying to

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 change the culture regarding litter?

3 COMMISSIONER WILLIAMS: So some
4 of the things that we are doing here in
5 the City is with that same litter index
6 and that interactive site, the reason we
7 wanted to publicize it was that there is
8 an app that's directly related to 311
9 where you can report dumping and those
10 type of initiatives immediately. So when
11 someone sees it, they can actually report
12 it, and we'll take action, especially --
13 and they can characterize it whether it's
14 just loose litter or it's something that
15 the City needs to immediately address.

16 So there's a stronger
17 interaction and engagement with the
18 public by making this data available in
19 realtime online. That's one of the
20 benefits.

21 Other cities, we work very
22 closely with Keep America Beautiful and
23 Keep Philadelphia Beautiful. Some of
24 their litter strategies is, the actual
25 public participates in those indexes, and

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 to be able to report that information to
3 measure what's happening and occurring in
4 their neighborhood is very important.

5 In terms of the way we actually
6 try to enforce it and whether they can
7 report it directly to the Police
8 Department, that's something that we're
9 working on. I think cameras help us,
10 because we understand that the Police
11 Department can't physically man those
12 locations all the time. So by having
13 this video surveillance, we hope to have
14 enough evidence to turn over to the
15 Police Department so we can make an
16 arrest, and I think we've been very
17 effective working with the community and
18 the public to kind of identify where
19 those problems are so that we can then
20 begin the process of building out our
21 program.

22 I also want to thank the
23 District Attorney's Office. They've also
24 been a part of the Zero Waste and Litter
25 Cabinet. Unlike before, we haven't

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 gotten as much support in terms of
3 enforcement, and that means the follow-up
4 necessary to actually convict someone.
5 We've gotten a tremendous amount of
6 support certainly recently with them
7 being able to go out and identify who
8 these people are and they're holding them
9 accountable.

10 COUNCILMAN GREEN: And just one
11 follow-up comment. I would think that
12 with the Spring Cleanup initiative and
13 how they're marketing, that's really
14 become a thing that many people look
15 forward to every year. I think that's
16 another way of getting the information
17 out regarding short dumping and getting
18 people to be more vigilant to report
19 especially through 311 if they see people
20 short dumping, because that kind of
21 counteracts all of the work that citizens
22 around the City do in reference to trying
23 to beautify our city.

24 COMMISSIONER WILLIAMS: Yes.
25 We agree.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 COUNCILMAN GREEN: Next
3 question will be for Rob Dubow. Looking
4 through my notes from the last two years,
5 the issue of CAMA has come up again. So
6 I wanted to get a perspective on where we
7 are regarding CAMA.

8 MR. DUBOW: Yeah. So I think
9 where we were last year is, we were in
10 the selection process for a vendor. We
11 now have the vendor on board. CAMA is
12 scheduled to be finished in the middle of
13 FY20. So probably by the end of 2019,
14 and then will be used for assessment
15 processes beginning with the tax year '21
16 and each year going forward from that.

17 COUNCILMAN GREEN: So the last
18 year that we had -- well, we lost the
19 vendor. So now we have a vendor on
20 board?

21 MR. DUBOW: We have a vendor on
22 board.

23 COUNCILMAN GREEN: We're not
24 anticipating any issues and they should
25 be able to move forward so we can really

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 get to where we need to be?

3 MR. DUBOW: Correct.

4 COUNCILMAN GREEN: Okay.

5 Hopefully I won't have to come back next
6 year.

7 MR. DUBOW: Hopefully when we
8 come back next year, we'll be in the
9 final stages of getting to go live.

10 COUNCILMAN GREEN: Thank you.

11 Thank you, Council President.

12 COUNCIL PRESIDENT CLARKE:

13 Thank you, Councilman.

14 The Chair recognizes Councilman
15 Domb.

16 COUNCILMAN DOMB: Thank you,
17 Council President.

18 A couple quick questions, easy
19 answers. Since 2016 --

20 MR. DUBOW: Three words.

21 COUNCILMAN DOMB: Yeah, three
22 words, right.

23 Since 2016, any idea of how
24 many new positions we've created in the
25 City, new employment positions?

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 MR. DUBOW: We'll get back to
3 you. Sorry. That was more than three
4 words.

5 COUNCILMAN DOMB: That's okay.

6 And this is for you, Rob. We
7 had the road to 80 percent on the
8 pensions. Are we still on track to get
9 there in 13 years?

10 MR. DUBOW: We are. We still
11 have a couple of big union negotiations
12 to go through, so hopefully we'll get
13 reform in those too and then be able to
14 apply that reform to our exempt and
15 non-represented employees. But we are.

16 COUNCILMAN DOMB: Okay. And on
17 the overtime of 170, does that include
18 the Water Department, the airport, and
19 DHS?

20 MS. ADAMS: No. I was just
21 referring to the General Fund.

22 MR. DUBOW: That includes the
23 General Fund portion of DHS, but does not
24 include Water or Aviation.

25 COUNCILMAN DOMB: Okay. And

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 just for my own information, what is
3 roughly the amount of delinquency we have
4 right now for water and sewer?

5 MR. DUBOW: Michelle Bethel is
6 going to come answer that question.

7 COUNCILMAN DOMB: While we're
8 waiting for that, I have another
9 question. 46th and Market, any status on
10 the former Police Headquarters proposed
11 building?

12 MR. DUBOW: Yeah.

13 MS. SLUSSER: I believe that
14 the RFP is out right now and --

15 COUNCILMAN DOMB: RFP for us to
16 sell it?

17 (Witnesses approached witness
18 table.)

19 MS. FADULLON: So we issued an
20 RFQ towards the end of last year. We
21 now -- I would say about a month ago,
22 PIDC issued the RFP to a short-listed
23 group of respondents. I don't have the
24 exact date when those RFP responses are
25 due. I want to say May. And then the

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 plan is to sell it outright, yes.

3 I should say we don't plan to
4 just sell it and then hope somebody
5 develops it. There will be a development
6 agreement, but the idea is at the end of
7 due diligence and all of that, that the
8 building will be sold outright.

9 COUNCILMAN DOMB: Did we hire
10 an architect to determine the highest and
11 best use for that property in order so
12 maybe we could capture some of the value
13 and have it rezoned?

14 MS. FADULLON: Right. So we
15 actually have been working with
16 Councilwoman Blackwell, because we did do
17 an analysis. The existing zoning of the
18 property is CMX-3. Based on the amount
19 of land available, there frankly is
20 floor-to-area ratio to burn on that site.
21 So an up-zoning really doesn't get us
22 anything. However, we did determine that
23 creating the TOD layover there would be a
24 benefit for that site and would add value
25 to it. So we are working with

1 3/26/18 - WHOLE - BILL 180162, ETC.
2 Councilwoman Blackwell. That legislation
3 to rezone has been introduced. I believe
4 it's working its way through the process.
5 I'm not 100 percent sure that it's
6 finalized yet, but it's on its way. So
7 we did look at that, yes.

8 COUNCILMAN DOMB: All right.
9 Thank you. Thank you.

10 MS. FADULLON: Sure.

11 DEPUTY COMMISSIONER BETHEL:
12 Good afternoon. Michelle Bethel, Deputy
13 Revenue Commissioner for Water.

14 And your question was the total
15 receivables or delinquencies?

16 COUNCILMAN DOMB: Why don't you
17 give me both.

18 DEPUTY COMMISSIONER BETHEL:
19 Okay. Total receivables as of February
20 is 396,625,891. And of the amount,
21 261,204,322 are delinquent.

22 COUNCILMAN DOMB: And does the
23 Revenue Department do that collection?

24 DEPUTY COMMISSIONER BETHEL:
25 Yes.

1 3/26/18 - WHOLE - BILL 180162, ETC.

2 COUNCILMAN DOMB: They do?

3 Okay. All right. Thank you very much.

4 DEPUTY COMMISSIONER BETHEL:

5 Thank you.

6 COUNCILMAN DOMB: I have no
7 further questions. Thank you, Council
8 President.

9 COUNCIL PRESIDENT CLARKE:

10 Great. Thank you, sir.

11 That bell is for me, so it
12 means it's time for a break.

13 If there are no additional
14 questions, this Committee will stand in
15 recess until Tuesday, March 27th, 10:00
16 a.m., at which time we will reconvene in
17 Room 400, City Hall.

18 Thank you all very much.

19 (Committee of the Whole
20 adjourned at 1:50 p.m.)

21 - - -

22

23

24

25

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

CERTIFICATE

I HEREBY CERTIFY that the
proceedings, evidence and objections are
contained fully and accurately in the
stenographic notes taken by me upon the
foregoing matter, and that this is a true and
correct transcript of same.

MICHELE L. MURPHY
RPR-Notary Public

(The foregoing certification of this
transcript does not apply to any reproduction
of the same by any means, unless under the
direct control and/or supervision of the
certifying reporter.)

Committee of the Whole
March 26, 2018

Page 1

A	159:9	achieve	82:9 83:15	16:11 96:9	77:8 86:5	111:14	213:5
a.m 1:7	162:20	207:16	111:25	97:15 149:2	87:2 89:4	141:14	airport
236:16	163:11	achieving	112:11,17	149:4	94:13	142:5 171:6	129:20
abatement	165:22	6:13	113:9,13,19	173:10	167:18	186:2,17	196:22
100:12	166:22	acknowledge	115:23	182:23	169:8,11	188:23	232:18
138:23	179:10	188:15	116:17	195:13	173:23	190:16	al 1:16
153:13,14	185:3,5	acknowledg...	117:9,12,18	222:3,21	175:11	198:12	172:23
153:16,17	193:4	19:3	119:12,18	223:25	192:10	218:24	aligned 148:6
153:22	201:24	acquiring	120:14,18	227:15	194:22	235:12	ALLAN 1:11
abatements	204:12	84:20	122:5,11	addressed	Administra...	age 210:2	alleged 28:16
154:13	211:15	acquisitions	123:13	66:16	12:16 107:9	agencies 88:5	Allegheny
Abernathy	219:15	81:19	124:2 125:9	addresses	administrat...	89:9	224:13
27:15,19,20	220:15,17	act 106:8	125:25	12:21	79:5 84:14	agenda 137:2	allocate 75:7
28:10 29:13	221:3,13	Acting	126:4	adds 13:12	adopt 2:12,16	137:5	allocated
29:22 30:8	228:2 229:7	110:25	137:19	19:14 126:5	adopting 2:18	ago 25:10	55:14 169:6
35:16,22	230:25	171:7	177:21,25	adequacy	adult 17:25	42:25 45:12	170:6
36:3,8	232:13	action 6:19	178:4,10	50:14 51:9	adults 12:18	45:13	217:18
67:12 68:2	absolutely	7:9 8:13	179:24	134:25	13:8	144:12,19	allocating
68:12,19	46:19	80:20 89:4	180:8,21	adequate	advance 68:7	145:5	221:8
ability 62:3	120:18	90:18 108:7	182:13	7:12 89:23	advanced	203:24	allocation
63:8 84:22	123:13	227:12	217:9,13,19	90:5,23	191:23	210:12	95:11
111:20	133:25	actionable	232:20	adequately	advances	211:13	220:24
141:18	185:23	211:9	ADAs 66:19	132:2	51:2	213:14	allow 7:6 98:8
215:5	225:16	active 200:7	add 13:2	adjourned	advantage	226:15	119:25
Abington	Absorbed	200:11	62:17 124:3	236:20	46:14	233:21	allowed 75:9
92:3	164:22	actively	234:24	adjust 24:10	167:24	agree 39:10	106:6
able 11:12	abuse 35:14	200:10	added 58:24	26:22	168:7	44:17	213:15
25:23 33:14	36:13	activist	61:23 62:7	111:25	169:15,17	106:14	allowing
57:25 62:5	Academy	136:16	addition	141:4	advocacy	125:25	12:24 66:5
62:9,10,14	65:21	activities	16:17 43:14	adjusted	26:14	126:4,15,18	90:16
63:16 65:18	accelerate	28:20 75:6	44:4 184:24	20:18,19	advocates	126:22,25	allows 65:19
66:5 68:7	6:25 35:21	75:17	187:12	22:24 59:14	25:17	151:17	91:3 93:8
71:16 73:15	accept 131:13	actual 54:16	additional	74:2 149:14	advocating	169:23,24	alluded
76:11 79:15	224:23	178:4	7:10 8:20	161:8	53:7	174:25	192:11
83:7 94:4	acceptable	185:10	9:23 11:22	adjusting 8:4	affect 142:19	197:5	193:25
112:21	90:4	227:24	12:13 13:3	113:23	142:20	229:25	alternatives
115:14,22	access 7:23	actuarial	13:15,16,23	151:15	afford 46:8	agreeing	150:18
115:24	62:3,9,14	16:4	14:2 21:16	adjustment	98:25	156:16	amazing 37:3
117:3 121:2	63:8 191:22	Adams 4:5,16	24:9 27:2	8:17 140:20	108:25	agreement	Amazon
121:8,12,13	account	4:16 5:5	48:18 51:8	147:7	109:3	3:8 85:4	40:13,21
121:14	161:10	20:4,8,14	51:12 52:6	adjustments	126:20	211:10	41:7,13,17
122:2,9,23	213:21	20:22 21:8	55:8 64:7	10:11 15:24	affordability	234:6	41:24 42:13
125:18	accountabil...	22:9,13,17	64:11 75:22	72:6 73:20	41:21	agreements	43:18 44:4
135:5	5:14,15	56:10,24	76:4 81:22	116:10	109:13	15:3 72:4	44:5 45:25
137:17	accountable	57:15,19	89:3 113:4	140:25	affordable	204:15	47:7 152:9
143:4,4,14	220:13	58:6 61:16	136:4	admin 79:9	46:2 138:13	209:21	Amazons
144:19	229:9	64:13 67:8	162:24	Administra...	139:18	214:5,16	45:21
146:9	accounted	69:20 70:24	171:25	3:24 5:7	afforded 64:2	215:4,11	amended 8:6
148:22	99:22	71:7,13	174:2 179:9	7:14 8:4	aforementi...	ahead 72:21	America
149:16,17	accurate	72:13 73:11	193:6	11:8 16:10	141:2	72:22 86:8	227:22
149:18	204:6	74:25 78:5	212:10	17:10,16	aftermath	97:8 108:25	amount 18:18
153:5	accurately	78:12,17,24	236:13	33:11 39:20	25:15	148:8	48:24 51:16
158:18	237:5	81:12,17	address 14:5	51:24 70:4	afternoon	157:20	54:22 79:4

Committee of the Whole
March 26, 2018

Page 2

79:23 85:6	56:11	appreciate	149:11	aspect 55:2	149:14	availability	193:15
85:10 86:6	answers	37:20 110:4	153:18	Assembly	170:15	214:15	199:6 203:4
104:21	182:12	149:20	arbitration	48:9 49:18	208:15,16	available 5:8	204:23,24
112:2,3	190:8	150:7	128:11,13	174:10	208:23	17:11 28:6	210:24
124:9	231:19	152:12	128:22	175:23	Association	37:17	217:6 231:5
164:15	anticipate	225:12	architect	assess 108:23	13:10	113:17	231:8 232:2
169:19	23:8,9	apprentices...	234:10	assessed 9:22	assume 160:9	147:9	backtrack
170:14	58:18,25	191:20	area 87:16	10:24 11:4	163:22,24	183:21	31:9,15
179:22	64:24 65:9	approach	151:2	20:25 85:5	180:22,23	210:6	bad 23:24
180:4,24	176:13	32:15 53:17	153:23	108:21	180:24	227:18	98:17 99:17
188:17	181:20	approached	195:10	139:4,11	181:12	234:19	99:17 102:8
189:8 229:5	215:17	4:8 27:13	196:2	158:7 172:3	assumed 8:23	average 9:9	194:2,3
233:3	anticipated	31:2 37:25	areas 38:25	assessing	15:14 20:22	19:19 77:24	balance 10:12
234:18	9:19 23:6	42:18 67:6	63:12 77:8	159:6	20:24 49:14	78:3 100:20	15:13 19:10
235:20	29:15 57:21	81:24	77:17 135:7	assessment	assumes	109:9	71:24 74:4
Amtrak	64:14	110:19	155:2 191:6	8:2 9:12	203:11,15	AVI 117:23	74:8 87:19
222:18	147:17	141:11	191:11	23:5 48:23	assuming	159:6	88:18 89:10
analysis 49:7	160:15	171:4	220:17	49:2 50:5	20:12 21:17	Aviation	98:23
118:17	161:8	185:24	222:15,17	96:3 109:5	156:2	232:24	112:24
142:22	178:17,22	188:20	argue 106:22	109:8,22	181:16	awaiting 7:15	balances
202:5 207:8	anticipating	198:9	argument	142:18	211:8	award 128:12	15:11 16:2
207:19	66:3 167:8	218:21	134:6	154:20,24	assumption	128:24	18:12 71:17
234:17	230:24	233:17	arguments	155:4,9	157:19	awards	71:20 88:16
and/or	anybody	appropriate	106:10	156:10	attempt	128:13	88:21
138:23	86:11	33:9 37:16	172:15	158:9	151:9	aware 32:5,8	101:18
237:23	132:15	38:19 179:7	array 32:13	162:21	attempting	32:12	164:23
Anna 4:5,16	178:21	187:16	arrest 195:18	163:17	91:13	180:19	ball 72:20
5:5 115:13	221:14	appropriat...	228:16	170:21,24	attendance		92:5
177:18	app 227:8	65:18 123:6	articulate	171:22	6:15 145:21	B	bang 76:20
216:12	appeal	appropriati...	191:3	230:14	attending	babysitter	bank 81:8,10
Anne 46:24	163:20	39:9 55:18	194:22	assessments	12:18	184:11	81:13,21
81:17,23	204:16	60:10	aside 15:2	8:3 9:9,18	Attorney	back 24:10	82:4 84:17
84:15 87:6	appeals 159:8	appropriati...	96:25 180:5	19:20,22	66:17 67:14	36:18 47:5	84:22 85:5
announcem...	appear 68:17	28:18 34:23	asked 35:7	21:14,24	67:21 68:6	50:11 52:6	86:7 124:7
25:16 28:23	appearances	37:13	97:10 122:7	23:11 24:7	Attorney's	57:3 61:9	bankrupt
annual 13:17	66:14 67:5	119:19,25	128:19	24:9,14	66:24 68:15	69:2 81:16	200:25
28:17 112:7	67:25	120:3	141:22	71:9 72:17	226:12	82:4 85:13	bankruptcies
133:5	appears	121:17,20	142:23	112:7	228:23	91:4 93:13	209:21
150:11	202:2	121:23	143:25	113:21	attraction	96:13,22	bankruptcy
160:10	applicable	124:3,7,10	166:11	114:13	42:12	99:5 100:25	204:15
166:5	38:19	124:13	173:24,25	118:12	attractive 6:8	106:18,21	base 9:2
annually 14:7	application	147:15	176:7 214:2	140:22	91:14,17	107:10	40:17 137:9
14:16 73:19	39:4	approval	221:20	159:5,20,25	audience	108:8,19	182:4
anomaly	applications	2:21	asking 21:12	160:4,8,11	36:23	110:14	224:18,21
160:13,16	38:13,22	approved 3:9	21:19,22	162:17	authority 3:6	111:4 127:2	based 18:22
answer 5:9	applied 16:24	24:5	43:10 55:9	163:14	3:6,12	134:13	20:19 24:9
17:11 45:13	37:6,9 42:8	approximate	61:12 94:10	166:22	106:4,17,21	143:9 144:4	40:8 47:9
56:25 67:9	apply 17:3,4	46:4	96:9 138:12	170:20	107:11,19	144:11	59:14 60:6
81:13 85:25	210:4	approximat...	166:19	assets 41:19	107:23	146:5,8	66:20 67:2
143:5 233:6	232:14	133:7	175:12	assistance	108:14	148:9 150:8	67:4,23,25
answered	237:21	137:10	196:15	25:20	110:10,14	150:10	75:8 82:6
60:3	applying	138:18	197:21	associated	authorized	174:18	85:9 95:9
answering	38:11	April 143:13	212:21	22:4 147:7	3:8 213:14	176:15,17	95:13 98:24
						176:20	

Committee of the Whole
March 26, 2018

Page 3

107:24	behooves	64:3	66:1 67:1	168:1 169:1	177:8	146:21	broadened
109:2 143:3	117:5	beyond 26:24	68:1 69:1	170:1 171:1	190:17	borrowing	35:4
146:15	beings 45:8	53:3 91:19	70:1 71:1	172:1 173:1	193:17	119:4,9	broader 69:5
157:2	belief 66:20	101:20	72:1 73:1	174:1 175:1	207:5	bottom	broke 105:25
172:11,15	believe 5:23	102:6,10	74:1 75:1	176:1 177:1	214:20	213:10	broken 49:3
174:11	10:15 12:15	221:10	76:1 77:1	178:1 179:1	217:21	box 152:21	59:17
219:10	29:16,24	bicyclists	78:1 79:1	180:1 181:1	Blackwell	break 56:18	brokers
234:18	54:12,16	14:23	80:1 81:1	182:1 183:1	1:11 126:12	56:23 177:9	44:19
baseline	60:12 77:2	big 28:22	82:1 83:1	184:1 185:1	126:13	236:12	Brookings
141:7	77:4 80:16	30:15 76:24	84:1 85:1	186:1 187:1	128:25	break-even	44:15
basic 8:7	134:24	83:11	86:1 87:1	188:1 189:1	129:5,18,24	56:15,21	brought
80:18	135:2	101:25	88:1 89:1	190:1 191:1	130:6	57:2 155:6	98:11
basically 99:6	147:15	102:4 114:6	90:1 91:1	192:1 193:1	196:19,20	158:8	Brown
100:19	170:19	114:14,17	92:1 93:1	194:1 195:1	197:3	166:20	147:15
112:4 145:4	172:13	217:25	94:1 95:1	196:1 197:1	234:16	breakdown	brunt 151:4
152:21	191:12	232:11	96:1 97:1	198:1 199:1	235:2	72:9 84:18	buck 76:20
181:16	201:14	bigger 33:25	98:1 99:1	200:1 201:1	blank 153:14	166:12	budget 2:16
basis 23:13	233:13	34:11 35:11	100:1 101:1	202:1,14	blend 62:20	181:11	2:18 4:24
96:2 119:13	235:3	biggest 152:7	102:1 103:1	203:1 204:1	blending 63:3	breakout	5:6 6:20,24
145:5,7	believes 5:13	220:2	104:1 105:1	205:1 206:1	block 219:8	57:9 58:10	9:20 15:6,9
179:2 206:8	bell 66:10	bill 2:1,11,15	106:1 107:1	207:1 208:1	222:11	Breslin 198:8	16:9 17:7
Bass 1:10	172:18	2:17 3:1,10	107:8,9	209:1 210:1	blocks 32:6	198:15,22	20:23 22:21
86:16,17,21	176:19	4:1 5:1 6:1	108:1 109:1	211:1 212:1	board 16:17	198:23	23:2 24:4,6
88:11,24	236:11	7:1 8:1 9:1	110:1 111:1	213:1 214:1	45:14 73:7	199:19,22	24:11 27:3
89:12 91:11	benefit 42:12	10:1 11:1,4	112:1 113:1	215:1 216:1	81:21 127:7	200:5,13,20	28:4,17
93:15 96:12	197:7	12:1 13:1	114:1 115:1	217:1 218:1	148:8	201:3,7,19	32:24 36:14
182:17,18	234:24	14:1 15:1	116:1 117:1	219:1 220:1	230:11,20	202:3,10,18	39:23 47:9
183:12,18	benefited	16:1 17:1	118:1 119:1	221:1 222:1	230:22	202:22	48:13 49:13
184:16	12:9	18:1 19:1	120:1 121:1	223:1 224:1	BOBBY 1:13	203:7 204:7	54:7,11,16
185:11,23	benefits 51:6	20:1 21:1	122:1 123:1	225:1 226:1	body 51:23	205:3,8,13	54:18,19
187:2,7,21	93:10 212:5	22:1 23:1	124:1 125:1	227:1 228:1	53:14	206:10,14	57:8,13,18
189:13,20	227:20	24:1 25:1	126:1 127:1	229:1 230:1	132:16	209:13	59:5,9
190:2,7	best 40:15	26:1 27:1	127:4 128:1	231:1 232:1	136:15	210:16,20	61:11 63:23
Beamon	99:9 182:13	28:1 29:1	129:1 130:1	233:1 234:1	138:13	211:3	65:19 71:19
186:17,18	234:11	30:1 31:1	131:1 132:1	235:1 236:1	165:16	212:20,23	72:3,5,23
187:4,8	Bethel 233:5	32:1 33:1	133:1 134:1	billing 202:13	166:23	213:8,17	74:23 76:10
bear 140:9	235:11,12	34:1 35:1	135:1 136:1	billion 54:18	boil 210:5	215:13,19	77:14 81:8
Beautiful	235:18,24	36:1 37:1	137:1 138:1	55:21,21	bond 144:24	216:2	84:17 90:13
227:22,23	236:4	38:1 39:1	139:1,11	120:13	145:2	Brian 27:19	95:12 97:2
beautify	better 6:16	40:1 41:1	140:1 141:1	144:20	bonds 118:6	67:8	98:3 99:23
229:23	17:24 32:14	42:1 43:1	142:1 143:1	202:13	208:14	brief 216:10	107:20
becoming	45:11 67:2	44:1 45:1	144:1 145:1	bills 1:18 2:7	bonuses	briefly	112:23
65:4 102:23	67:3 73:4,5	46:1 47:1	146:1 147:1	2:10 3:17	182:2	182:22	115:14
beginning	75:15 79:21	48:1 49:1	148:1 149:1	4:24	books 138:20	213:13	117:4,11
89:16	125:5	50:1 51:1	150:1 151:1	binders	209:12	bring 46:3,10	120:21,22
186:21	135:19	52:1 53:1	152:1 153:1	115:14	borrow	87:18	121:11
230:15	148:6,24	54:1 55:1	154:1 155:1	bit 40:23	118:23,25	bringing	122:20
behalf 53:7	174:25	55:18 56:1	156:1 157:1	57:23 64:21	119:5,13,13	48:24 52:5	123:21
87:2	193:7 194:4	57:1 58:1	158:1 159:1	89:16,24	119:15,21	208:11	127:13
behavior	219:21	59:1 60:1	160:1 161:1	103:22	119:23	brings 5:14	130:14
223:2	226:19	60:10 61:1	162:1 163:1	115:20	211:21	41:20	132:22
behavioral	beverage	62:1 63:1	164:1 165:1	116:19	borrowed	broad-based	133:6,12
146:12	11:18,22	64:1 65:1	166:1 167:1	117:21	104:5	140:12	137:18

Committee of the Whole
March 26, 2018

Page 4

138:4	buses 223:18	121:8,14,19	case 11:21	237:24	64:4,17	117:17	130:2,24
140:21	225:5	122:3	171:9,14,15	chagrin 46:11	80:6 113:14	choose 33:11	131:17
141:5,19	business 41:9	capital 2:12	172:4,16	Chair 25:13	124:11	114:2,4	132:5,21,22
143:13	41:11,16	2:16 3:18	211:17	36:15 47:16	139:10	CINDY 1:10	133:20,21
149:6 153:3	42:2 72:24	3:20,21	caseworkers	54:2 69:13	140:22	cities 82:21	133:25
161:17,22	73:3 77:5	14:12,17	13:15	86:15 97:19	162:20	82:25 174:5	134:8 135:8
163:12	136:17	56:2,6	cash 119:13	111:11	163:2	174:8,14	136:2,14
179:21	150:8 152:5	96:18 97:3	119:20,21	126:11	214:20	175:24,24	142:11
180:4	216:22	97:4,6	120:4	130:11	221:7 223:2	226:24	164:20
182:23	businesses	99:24 100:6	CAT 197:9	147:16	227:2	227:21	167:23
188:6	181:23	118:2	catch 220:13	158:13	changed	citizen 100:20	171:2,7
194:25	buy 73:4 77:7	119:23	220:15	166:13,16	141:7	citizens 55:10	173:25
218:5,12		120:8,12,24	categorize	177:4	changes 3:2	93:16 98:25	175:19
221:22	C	121:13	200:6	182:16	16:20,23	104:3 109:9	186:4 188:6
budget's	Cabinet	122:7,20,21	cause 33:4	190:12	17:4 19:7	130:24	189:11
15:18	223:22	123:22	cautious	196:18	65:5 67:17	196:6	215:6
budgeted	224:20	125:21	63:19	198:3 216:6	72:3 74:3	229:21	216:23
98:6	228:25	141:23	112:19	226:4	84:4 95:9	city 1:2,6	219:2,9,17
budgeting	CAFR	captains	cautiously	231:14	95:17	2:22,24	219:22
55:2 57:7	205:17	222:11	181:16	Chair's 35:15	135:14	3:11 4:19	220:3
58:5,9,15	207:13	capture	CDBG 55:20	chairing	140:25	5:15,25 6:5	222:19
74:17,19	calculate	234:12	60:9	36:13	153:22	10:12 11:10	227:5,15
75:3,5,11	94:24	car 94:2,6	celebrating	Chairman	154:13	11:11,15	229:22,23
76:22 77:23	114:23	care 13:14	6:22	177:11	179:4	13:22 17:5	231:25
82:7,10,19	115:6,8	46:17	census 6:3	challenge	181:23	22:10 41:5	236:17
83:3,13	calculated	188:12	63:16	16:2,12	changing	41:15,20,23	City's 5:2,5,6
84:6 115:13	113:10,15	189:2,18,25	centers	82:10	64:25 207:4	43:10 44:19	8:15 14:6
115:16	calculation	210:25	187:13	161:23	chapters	48:10 49:21	70:11 78:7
116:13	21:5	career 191:18	central	162:5,19	116:6	50:11 52:6	104:16
144:17	call 200:7	careful 63:9	144:15	170:21	characterize	52:12,17	108:19
160:7 217:8	204:13	124:3	certain 65:12	171:22	227:13	53:15 54:24	151:8
217:17,23	called 2:3	carefully	124:9	220:2	charge 28:24	61:13 62:20	citywide
218:2	36:25 62:19	15:23	180:24	223:12	chart 217:6	68:22 70:25	184:8
budgets	calling 96:22	Carlton	220:25	challenges	charter 99:20	71:3 72:23	claimed
83:11	calls 29:10	218:18,24	certainly	18:13 79:2	102:3 136:5	73:18 77:25	106:5
build 7:20	37:3	Carnac	93:22	112:20	136:19	78:14 82:14	clarify 188:25
99:25 146:7	CAMA 230:5	198:16,17	126:25	178:16	175:6	84:25 87:4	clarity 131:6
building	230:7,11	carried 81:4	127:12,16	195:14	check 201:21	91:25 92:19	CLARKE
228:20	camera	carryforward	132:22	220:8	213:21	100:11	1:10 2:2
233:11	220:11	119:18,19	197:14,21	226:17	checked	102:20	3:13 4:6,10
234:8	221:9	119:20,24	219:22	challenging	200:15	103:15	17:14 18:6
building-by...	cameras	119:25	221:25	160:25	Chief 4:21	104:7	18:16 19:8
118:17	221:11	121:17,23	224:4 229:6	219:16	38:5 142:5	105:12,17	19:15,25
buildings	225:18	carrying	CERTIFIC...	Chamber	186:3	108:5,13	20:6,11,15
99:21,25	226:22	118:5	237:2	136:17	childhood	110:13,15	21:6,10,20
built 171:25	228:9	123:23	certification	champion	12:5 183:22	110:25	21:23 22:11
bullet 207:17	capability	carryover	237:20	136:19	184:9,11	111:21	22:15,18
bunch 196:5	12:4	118:25	certified 9:18	chance 44:6	children 6:5	112:3,23	23:7,19
burden 10:23	capable 46:25	119:17	162:3	197:19	13:13 52:12	120:23	24:2,19,22
40:18 84:14	capacity 12:4	carryovers	CERTIFY	change 11:5	52:19	127:21	24:25 25:7
burn 234:20	33:9 117:23	119:6	237:3	21:18 22:25	186:15	128:2,5	27:17 28:7
bus 223:14,16	118:6 119:4	Carson	certifying	24:17 58:14	189:6	129:6,10,22	28:13 29:20
224:2	119:9	198:13	213:6	58:18 61:22	choices 117:8	129:25	30:3,23
	120:25						

Committee of the Whole
March 26, 2018

Page 5

31:6,10	222:14	collect 201:25	143:9 144:4	134:23	commitment	competition	confusing
32:20 34:17	229:12	204:2,4,12	144:11	143:15	9:14 12:16	44:20	89:25
35:13,20,23	clear 7:4 88:3	205:9,12	148:14	229:11	17:17 27:10	complete	131:11
36:4,9	93:7 102:21	collected	149:4	comments	35:17 132:2	30:22 120:2	confusion
39:15 44:10	103:9	70:16	152:10	69:22 86:24	132:6,17	completed	95:8 131:10
47:14 53:24	131:16,24	203:13	153:9	101:5	193:21	31:22	congratulat...
67:10 69:11	184:17	collecting	154:16	Commerce	committed	105:15	215:18
69:17 85:24	188:8	77:9 203:12	158:22	40:22 42:21	29:4,14	completely	Congress
86:12,19	194:10	205:25	161:7 162:9	136:18	132:23	101:20	55:17
96:14 107:2	199:17	206:2	163:11	commercial	committee	compliant	connect 37:15
110:7,21	clearly 59:8	collection	164:4	159:10	1:3 2:5,6	214:7	connected
111:5,15	59:17 116:3	71:5,9	176:20	201:16,18	3:16 25:11	complicated	218:11
126:9 130:9	215:7 218:4	171:12	180:10	209:10	33:21 37:8	211:7	connecting
140:6	Clerk 2:11	199:13	189:9	210:19,21	236:14,19	compliment...	39:7
141:15	3:17 4:4	200:8,12	193:20	215:9 221:2	common	44:17	consensus
143:18	climate	202:8,16,20	198:8	Commission	45:21	component	148:4
147:5,20,23	146:12	203:6,8,15	199:20	38:14	Commonwe...	151:7	consequences
149:12,19	climates 6:16	203:18	208:5	120:23	7:13,17	Con 118:21	46:3 138:21
149:25	climb 8:13	204:22,23	215:10	Commissio...	132:10	concern	140:2
150:5	clock 39:14	204:24	222:20	188:14,22	134:8 174:5	19:14 72:24	consider 3:17
151:14,25	39:16 45:20	205:16	230:5 231:5	188:24	174:14	93:23	35:19 43:11
152:8,15,20	close 8:24	206:8,17,24	231:8 233:6	189:16,23	175:20	109:12	134:17
153:25	92:2 133:15	208:10,21	comes 5:16	190:4 198:7	communica...	157:15	considered
154:4,15	133:18	211:25	39:25 44:11	198:12,15	52:8 53:11	188:17	30:10,12,13
155:18,24	207:12	218:10	44:13 85:8	198:20,22	communities	concerned	190:23
156:6,13,20	closely 24:16	235:23	131:8,21	198:23	27:24	33:2 169:21	214:6
156:25	122:25	collections	133:8 135:5	199:19,22	187:24	concerns	considering
157:14	223:23	201:24	138:24	200:5,13,20	community	97:16 99:4	60:8 66:16
158:11,20	227:22	216:17	148:9 165:6	201:3,7,19	12:9,14	109:23	176:6
182:14	closing 90:9	collectively	165:10	202:3,10,18	27:25 30:19	concerted	consistent
190:10	207:7	136:21	173:19	202:22	32:2,3,4,12	92:19	187:25
196:12,16	cloud 5:22	college 12:14	189:11	203:7 204:7	32:13 33:17	conclude	constant 5:19
197:25	CMX-3	12:19	195:23	205:3,8,13	34:6,14	32:24	74:7,8
198:19,24	234:18	191:18,22	197:12	206:10,14	35:7 64:2	concluding	112:25
212:18,25	co-working	191:24	222:18	209:13	87:10	36:7	220:5
213:9 214:8	43:12	combat 13:24	comfortable	210:16,20	136:16,17	conclusion	constantly
215:16,23	coaches	combination	33:14	211:3	222:6,9	148:3	41:25 44:25
216:4 226:2	145:15	8:25 71:8	coming 23:22	212:23	228:17	150:20	constituents
231:12	191:13	combined	23:23 37:23	213:8,17	companies	concrete	169:21
236:9	code 137:24	10:25 22:10	62:6 81:17	215:13,19	40:16 41:16	183:3	176:9
class 6:25	138:2	come 36:18	87:8 101:9	216:2	42:6,14	223:25	constitute
175:20,25	collaboration	41:15 50:21	171:3 188:6	217:20	43:5,15	224:19	3:18
175:25	79:19,24	68:22 81:13	214:16	218:23,25	44:3 47:6	condition	constitutional
classroom	collaborative	82:4 94:14	215:2	221:24	comparativ...	219:10	7:18 118:10
90:14	136:22	96:13 97:11	222:10,24	223:20	86:6	conditions	134:6
187:20	colleague	106:19	commend	224:9,25	compare 79:6	220:3	constitution...
classrooms	45:25	108:18	86:4 199:11	225:12,15	178:3	conference	52:25 106:6
5:20 7:2	colleagues	109:4	commenda...	225:21	comparing	28:22	construction
12:7 145:16	52:3 86:25	124:25	51:23	226:6 227:3	25:5	confident	120:10
146:20,22	126:19	130:22	comment	229:24	comparison	11:21 43:22	123:17
187:14	127:6	134:13	46:23 48:16	235:11,13	92:8 109:9	50:9,20	220:6
clean 74:19	140:17	139:17	110:12,23	235:18,24	compensate	confused	consultant
Cleanup	197:6	140:14	128:3	236:4	61:4	89:16	137:20

Committee of the Whole
March 26, 2018

Page 6

154:2,8	contributes	159:7	Council 1:2	156:25	67:13,22	165:15	235:16,22
consulting	189:12	164:13	1:10 2:2,22	157:14	68:11,14	166:3,4,10	236:2,6
181:6	contribution	190:5	3:9,13 4:6	158:11,16	69:9,12,13	166:11,13	Councilme...
contacted	8:15 73:18	199:19,23	4:10,19,20	158:20	69:15,19,21	166:15	17:7 21:15
127:19	112:13	202:11	10:12 11:11	162:19	71:2,11	167:2,7,16	49:9 154:10
contained	114:9 115:2	203:7 231:3	17:14 18:6	166:18	72:10,15	168:5,15,18	154:10
237:5	115:4 151:8	237:8	18:16 19:8	170:3	74:10 76:25	169:5 170:2	Councilpeo...
contemplate	control 5:12	correctional	19:15,25	173:23	78:8,15,19	170:10,13	42:21
167:9	5:14 15:22	16:25	20:6,11,15	182:14	79:25 80:21	170:17	Councilwo...
contentious	50:4,11,16	128:14	21:6,10,20	190:10	81:6,15	171:7,18	1:10,11,15
53:13	79:18 96:22	corrective	21:23 22:11	192:5	82:2 83:9	172:10,17	86:16,17,21
continuation	99:6 101:20	8:12 89:6	22:15,18	196:11,12	85:15,21,25	172:21	88:11,24
65:16	101:23	correlation	23:7,19	196:16	86:14 90:24	173:16	89:12 91:11
continue 6:4	102:7,11	221:22	24:2,19,22	197:8,25	97:19,21	174:20,23	93:15 96:12
7:8 15:20	107:22	correspondi...	24:25 25:7	198:6,19,24	98:13	175:18	111:12,13
43:4 51:2	127:2,6	27:9	27:17 28:7	212:16,18	101:12	176:11,18	111:17
60:13 90:11	131:9,12,19	corridors	28:13 29:20	212:25	102:16	176:21,21	112:5,15
90:16 91:4	131:21	221:2	30:3,23	213:9 214:8	103:9,14,24	176:24	113:3,11,16
92:18 93:9	137:4 191:5	cost 9:24 10:6	31:5,6,10	215:16,23	104:18	177:2,4,10	113:24
98:9 104:8	237:23	84:20 87:23	32:20 34:17	216:4	105:9,13,21	177:19,24	114:16,22
119:5	conversation	88:3 125:14	35:13,16,20	219:23	106:15,24	178:2,7	115:7
122:23	26:7 27:22	125:24	35:23 36:4	225:25	107:3,7,14	179:20,25	116:11,24
132:7 160:4	28:11 34:11	127:10	36:9 39:15	226:2	107:17	180:15	117:10,13
206:21	66:23 67:19	153:5	44:10 47:14	231:11,12	108:3,9,18	182:10	117:19
222:13	68:8,24	163:12	47:19 53:24	231:17	109:20	192:11	118:18
223:11	69:5 75:18	178:20	54:5 67:10	236:7,9	110:4,8,9	193:24	119:16
224:6	110:11	183:10	69:11,16,17	Council's	115:11,12	198:3,5,11	120:5,15
continued	137:3	216:21	85:24 86:12	28:3	130:11,13	199:2,20,24	121:25
17:17 90:17	139:20	cost-saving	86:19 94:22	Councilman	130:18	200:11,14	122:6 123:8
132:8	224:4	144:2	96:14 97:22	1:11,12,12	132:12,25	200:22	123:14
146:23	conversations	costs 15:22	107:2 110:7	1:13,13,14	133:17,24	201:5,10,22	125:3,10
191:8 199:3	46:21 53:16	16:7,8,18	110:12,21	1:14,15,16	134:4	202:7,12,19	126:2,7,10
continuing	67:14,16,23	19:13,13	111:5,15	25:12 26:15	135:16,21	202:23	126:12,13
92:10	68:13 136:7	63:20,21	126:9	27:16 33:20	135:24	203:23	128:25
121:17	convert	64:16 72:2	128:21	36:15,17	136:13	204:20	129:5,18,24
continuity	100:10	72:2 74:20	130:9,14	37:12,22	137:7,25	205:5,11	130:6,10
139:24	convict 229:4	79:5,8,9	131:17	38:3,7,8,15	139:13,16	206:4,13	182:17,18
continuously	cooperation	88:10	132:21	38:17 39:6	140:4,7	209:7	183:12,18
118:24	3:6,8 69:24	101:20,21	133:21	39:12,16,17	143:24	210:10,18	184:16
220:20	cooperatively	102:3,6	140:6	40:4 42:4	151:19	210:22	185:11,23
222:16	69:7	115:9	141:15	44:7,12,23	158:13,15	212:14,19	187:2,7,21
contract	copy 216:15	120:10	143:10,18	45:19 46:20	158:21,22	213:2,4,20	189:13,20
128:10	216:23	123:17	147:5,9,20	47:12,15,16	158:24	216:5	190:2,7,11
180:3,10	core 47:5	125:12,16	147:23	47:18,22,25	159:2,24	219:23	190:13,14
189:19,19	corner 25:24	126:6	149:12,19	49:19 51:15	160:12,21	226:4,7,8	192:2,22
contracts	225:6	173:20	149:25	51:20 53:23	161:11,15	229:10	193:19
63:18 128:4	corporate	174:3,24	150:5,12	53:25 54:2	161:20	230:2,17,23	195:21
128:17	43:8	175:5	151:14,25	54:4 56:13	162:7,18	231:4,10,13	196:10,14
179:23	corporations	177:14	152:8,15,20	56:20 57:12	163:9,19,24	231:14,16	196:17,19
180:7	114:4,6	179:5	153:25	57:17 58:3	164:3,6,9	231:21	196:20
189:25	correct 40:2	208:14,23	154:4,15	60:3,20,23	164:14,19	232:5,16,25	197:3 198:2
contribute	49:25 89:5	208:24	155:18,24	61:8 64:6	164:24	233:7,15	198:17
153:5	133:6,24	209:2	156:6,13,20	66:10 67:11	165:2,3,13	234:9 235:8	216:7,8

Committee of the Whole
March 26, 2018

Page 7

217:10,14	court's	6:15	data 6:3	decision	125:14	dent 13:18	155:8 156:9
218:24	172:16	culture 227:2	20:10	111:3	delayed 57:22	department	159:17
220:21	Courts 13:10	curious 56:6	113:21	148:12	122:10	12:24 13:2	depending
223:10	67:20 68:6	100:18	142:18,24	176:7	123:19	40:22 59:13	9:11 85:7
224:7,11	68:25 69:6	226:16	143:8 179:2	decision-ma...	125:8,23	59:18 61:23	94:23 190:5
225:2,3,17	cover 10:6	current 6:8	219:20	111:18	126:5	62:2,18	depends
225:23	84:20	9:21 10:4	220:16	decisions	delegation	63:15 65:7	172:7
226:3	100:23	29:19 51:2	227:18	10:12	136:8	65:10,17	deputize
234:16	163:11	73:24 75:8	date 233:24	175:16	deliberate	75:4 85:2	226:19
235:2	164:15	76:8 90:12	DAVID 1:14	decline	21:15	108:17	deputy 16:25
counselors	coverage	91:14	day 40:23	155:12	143:21	117:25	27:20
5:21 146:8	104:24	170:22	42:3 51:13	declining	delinquencies	121:8	128:15
146:10,11	covering 2:24	172:11	94:6 143:20	103:20	199:10	122:17,18	235:11,12
190:24	create 208:13	191:15	212:24	decrease	200:19	124:23	235:18,24
counteracts	created	200:18	215:22	139:5,6	204:10	172:24	236:4
229:21	231:24	203:5	days 96:25	209:2	211:5	178:24	DEREK 1:12
counterpart	creating	213:11	109:25	decriminali...	235:15	179:16,18	deserve 52:19
46:23	234:23	219:10	143:7	194:25	delinquency	189:7 195:7	93:22
counties	creation	222:2	DC 16:24	195:25	37:7 199:12	195:23	designed
91:22 92:9	43:12	currently	de-Amazon	dedicated	200:7,8	199:11	46:13
counting	180:17	135:6	43:19	13:4 36:22	202:2 203:9	205:24	211:14
203:4	credentials	167:23	de-Amazon...	deep 207:25	203:15,18	217:4,7	despite 28:6
county 82:13	187:18	186:20	42:24	208:6 221:2	204:8 205:9	228:8,11,15	detail 57:4,8
couple 19:12	credit 19:6	187:5	deadline	221:2	205:15	232:18	57:13,25
32:22 33:19	87:20 88:4	213:11	161:24	Defender	207:25	235:23	59:5,9
42:23,25	168:17	CURTIS 1:14	deal 17:25	13:10	208:7,13,20	department's	115:24
48:3 65:8	175:2	customer	27:11 28:19	Defender's	208:24	25:22	142:21
71:21 83:16	crime 25:10	224:17,21	127:13	66:25	209:3,5	116:20	144:5
83:25 89:13	37:7 45:3	customers	141:8 174:2	defer 108:16	210:5 233:3	124:15	165:11
102:14	crime-fighti...	223:19	197:15	176:5	delinquent	departmental	218:12
140:15	195:14	224:12,14	dealing 33:15	218:17	77:9 84:21	116:6,15	detailed
150:9	criminal 13:8	cut 73:3	163:15	deferred	199:5	department...	122:16
170:18	38:5 68:18	105:12	174:6	176:25	201:11,12	117:7	197:17
177:12	crises 5:22	cutbacks 5:19	debate 36:2	deficit 8:10	206:2 209:8	departments	219:4,14
182:19	13:22	79:12	debris 220:6	8:13 50:8	235:21	12:23 57:5	details 101:9
231:18	critical 7:5	cuts 15:5 55:6	debt 63:22	80:23,24	delinquents	57:24 58:4	138:8
232:11	63:12 88:19	59:7,15	103:3,17,18	81:3 90:10	205:22	58:8 63:13	142:14
coupled 16:6	121:4	60:16 61:3	103:19,23	96:10 102:8	206:2	75:18,25	149:7
course 9:7	208:18,19	61:15 63:12	104:4,5,12	141:8	209:18	76:2,3,9,21	173:14
43:24 45:17	cross 138:7	90:13	104:15,20	173:18	delta 70:22	82:15,17	174:17
80:6 95:15	cross-functi...	144:11	104:22,24	deficits 100:8	demolished	83:11,12,17	197:22
126:23	43:17	cycle 5:19	105:2,3,6	101:17	59:3	83:18,19	determinati...
134:20	crucial 15:9	38:12	105:15	definitely	demolition	84:2,5	150:14
courses	15:19 31:25	Cynthia	117:22,23	45:17 83:16	58:24	115:20	208:8
191:23	crunch 41:2	188:23	117:24	124:19,21	demolitions	120:2 121:2	determine
court 64:17	CTE 191:19	D	118:5,8,10	126:5	13:17	121:14,19	22:6 26:20
66:13 67:4	197:10	D 1:15	118:14	130:21	demonstrate	122:18	157:24
67:17,25	CUA 188:16	DA 13:10	119:10	148:20	83:8 117:15	123:2 124:6	159:22
106:11	189:19	DA's 66:18	123:23	203:20	demonstrat...	135:9 179:3	212:12
134:7,11	CUAs 188:11	dangerous	144:21	224:3	64:20	departments'	234:10,22
170:21	189:14,17	13:19 59:2	200:2 210:2	degree	denied	72:7 122:15	developed
171:13,22	189:21,25	DARRELL	decade 6:14	150:12	171:13	178:14	16:10
172:4,8	cultivating	1:10	decide 194:16	delay 120:10	172:12	depend 135:4	development

Committee of the Whole
March 26, 2018

Page 8

17:23 41:10	diligence	18:14 19:24	222:10	100:13	88:3,15	140:3	222:25
42:2 86:8	207:22	22:10 24:4	226:12	169:6 170:5	downgraded	147:19,22	226:14,21
138:24	208:4,17	24:20 48:4	228:23	170:14	18:5	150:23	227:9
160:5 234:5	212:13	48:19 49:3	District's	189:9 202:2	Dr 6:11 93:8	151:23	229:17,20
develops	234:7	50:13,25	6:19,21 8:5	Domb 1:11	148:11	152:3,11,19	dynamics
234:5	diming	56:16,22,25	24:6 49:13	69:14,15,19	draft 35:18	152:23	207:4
devoted	216:19	57:4 66:17	80:23 96:10	69:21 71:2	drag 179:10	154:3,6,22	
168:21	dips 15:13	66:23 67:14	141:4,18	71:11 72:10	dramatically	155:21	E
DHS 13:12	direct 8:15	67:21 68:6	district-by-...	72:15 74:10	77:15 80:6	156:5,8,18	eagerly 7:15
188:4,6,13	38:22 73:17	68:15 70:13	49:7	76:25 78:8	173:21	156:22	earlier 57:21
188:24	112:13	70:18 73:13	districts	78:15,19	178:24	157:4 158:5	89:15 90:25
232:19,23	237:23	74:5 78:18	49:10 69:3	79:25 80:21	drill 4:12	159:16	133:20
dialogue	direction	78:20,25	79:10	81:6,15	driven 88:7	160:9,14	134:24
33:22 53:11	45:16 46:6	79:3,7,23	132:10	82:2 83:9	175:15	161:4,13,19	141:22
dictate 69:6	90:3	80:17 84:25	144:18	85:15,21	driver 102:2	161:23	161:25
differ 108:10	directly 25:2	85:13 89:19	173:9 174:4	115:11	102:4	162:10	162:6
108:10	32:2 63:7	90:11,18	176:4 193:3	143:24	drivers 14:23	163:5,13,22	209:14
difference	73:15 81:14	92:15,21	dive 207:25	168:18	68:20	164:2,5,8	216:12
21:3 76:24	97:6 188:13	95:12,16,20	208:6	177:5,10,19	178:20,25	164:13,17	early 6:13
95:14 103:6	227:8 228:7	96:19,23	diversion	177:24	driving 102:7	164:22	12:4 32:25
104:9	Director 5:5	97:5,13,17	14:5	178:2,7	Dubow 4:5,17	165:12,19	68:13 92:12
184:10	5:6 27:20	97:25 98:4	division	179:20,25	4:17 5:4	166:9,25	110:3 148:4
196:4	31:13 42:21	98:15 99:22	58:11	180:15	18:4,8 19:2	167:4,12	169:8
differences	171:20	100:3,7	217:25	182:10	19:11,23	168:2,8,25	183:22
95:25	173:3	101:2,8	document	198:4,5,11	21:17,22	169:23	184:9,9,11
102:13	186:19	102:15	95:2 177:16	198:17	23:4,10,25	170:7,12,16	191:12,15
different	Director's	105:24	181:14	199:2,20,24	24:12,21,24	170:25	earn 128:2
35:11 41:5	38:6 226:13	106:2,7,9	doing 34:5,13	200:11,14	25:3 40:3	171:23	130:21
41:19 51:4	disagree	106:18	35:10 49:6	200:22	47:24 49:5	173:3,12	earned
53:2,17	101:4	111:22	58:4 66:19	201:5,10,22	49:24 51:18	174:15	168:16
62:6 70:5	102:17	113:20,23	74:17 76:23	202:7,12,19	53:22 60:12	175:13	earnest 86:4
72:7 77:17	106:16	118:3 127:3	83:19 86:20	202:23	60:22,25	176:10,15	215:5
94:15 95:6	discount	128:21	112:17	203:23	80:25 88:2	177:15	earning 128:6
111:20	44:24	131:4	115:18	204:20	88:12 89:7	183:7,13,17	easier 37:19
124:16,18	111:19	132:17	144:10	205:5,11	98:5 100:22	197:2	58:23
130:19	discovery	133:6	147:3	206:4,13	101:14	203:10	109:17
136:7,8	171:14	134:22	150:13	209:7	102:18	215:21	easiest 60:4
142:16	discuss 17:7	135:7,10	161:16	210:10,18	103:11,15	230:3,8,21	easy 231:18
154:11,25	165:18	140:11,16	169:3	210:22	104:10,19	231:3,7,20	eat 16:8
156:12	discussion	140:23	174:25	212:14	105:11,18	232:2,10,22	echoing 86:24
158:7	52:4 149:10	142:3,7	176:8 178:8	213:2	106:14,22	233:5,12	economic
160:18	195:24	148:10,15	185:14	231:15,16	107:12,16	due 28:14	15:15 46:14
196:8	discussions	148:17,25	206:23	231:21	107:21	63:15	economy
200:24	128:21	164:17,20	216:21	232:5,16,25	108:6,15	152:19	10:20
208:10	150:24	166:11	217:12	233:7,15	109:11	207:22	180:16
212:2	displayed	173:13,17	221:17	234:9 235:8	110:6	208:4,17	181:4,10
differently	124:21	173:22	226:20,21	235:16,22	114:10,19	212:13	education
103:25	distribution	174:24	227:4	236:2,6	115:5 118:8	233:25	7:23 12:16
200:6	99:11	176:17	dollar 51:16	dots 37:16	128:7 129:4	234:7	17:17 39:22
difficult 46:6	district 5:3,11	190:19,21	79:22	39:7	129:11,22	dumpers	47:8,11
79:16 82:13	7:6,6 8:11	192:13,25	dollars 15:12	downgrade	130:4,16	219:25	52:2 93:21
161:18	8:16 9:5,7	193:14,17	22:2 33:6	18:3,11	133:10,15	dumping	99:3 132:2
163:4	9:25 11:7	220:7	55:20	87:20,23	139:8,14	222:16,21	135:20
							146:4

Committee of the Whole
March 26, 2018

Page 9

183:22	129:23	18:20 52:16	142:11	95:4,22	experience	fairly 61:21	131:5 144:8
184:10,25	232:15	environments	et 172:23	167:20,25	66:18 158:2	181:16	field 13:5
185:3,5	employees'	93:18	evaluating	168:7,22	expert 37:23	182:2	fighting
186:3	173:11	Epps 42:20	218:15	169:14	explain 77:24	fallen 71:23	225:4
educational	employment	42:22 44:21	evened 31:19	exemptions	95:5 131:18	familiar 4:11	Figueroa
7:12 17:20	181:7,8,8	45:7 46:19	eventually	168:4	169:13	families 6:4	188:22,23
89:23 90:6	231:25	46:22	66:4	existing 20:18	194:23	12:8 13:15	189:16,23
93:17	empower	equal 192:24	everybody	26:8,9	196:7	fan 188:15	190:4
effective	34:9	equipment	31:5 137:8	75:15,22	explanation	far 16:23	figure 35:9
147:2	enables 51:3	100:2	140:8	76:12 84:7	99:19	60:14 84:16	74:14,20,23
218:15	enacted 49:17	equitable	143:17	104:12	explanations	92:4 172:16	137:5 179:6
228:17	107:25	86:8 99:11	everybody's	151:15	179:4	fashion	188:9
effectively	encouraged	equivalent	129:12	234:17	exponentially	199:14	figured 41:8
76:14 83:21	43:25 45:18	187:17	evidence	expand 6:24	125:17	fast 90:20	42:16
121:24	ended 83:3	equivocating	228:14	12:5,23	extend	136:11	filed 171:11
effects 145:17	endless 5:22	167:3	237:4	121:13	220:18	faster 45:15	fill 50:7 73:15
efficiencies	ends 23:23	especially	exact 48:24	146:10,11	extending	45:17	96:10
79:15	158:3	66:16 74:6	81:11 92:7	146:17	220:11	221:11	filling 114:8
efficient 76:7	209:14	126:25	233:24	197:20	extremely	fatalities	filthy 224:13
78:21 147:2	energy 41:4	139:19	exactly 68:9	expanding	26:5 29:3	14:15	224:14
effort 42:5,8	enforce 228:6	168:23	70:22 98:22	63:19 64:18		favor 11:25	final 95:10
92:19	enforcement	169:17	159:24	65:12	F	134:12	231:9
148:21	211:12	176:6	182:7	168:12	face 153:15	feared 151:11	finalized 96:3
177:19	213:24	227:12	188:10	191:14,19	220:9	February	235:6
efforts 13:7	214:3	229:19	211:14	191:22	faces 4:12	235:19	finally 8:20
186:8	219:21	essay 141:13	219:16	215:9	facilities	federal 15:5	11:25 12:12
either 30:14	223:7 229:3	142:9	examine 75:5	expect 50:21	121:6	37:14 55:15	45:19 124:8
63:6,7	engage 222:6	essentially	examined	91:10 129:2	facility	55:23 60:5	124:10
65:19 66:21	222:11	89:20 214:7	82:22	192:4	124:18	62:4,9,14	Finance 5:5
73:22 85:5	engaged	establish	example	expectation	facing 100:8	62:21 65:6	170:8,11
85:11 110:2	226:25	221:13	40:15 43:6	99:2 191:4	101:19	133:4,9	171:20
155:12	engagement	established	55:20 58:22	192:9,17,19	178:23	171:24	173:3
173:9 203:2	227:17	117:6	58:23 87:6	expectations	220:2	181:22	financial 2:23
elaborate	engaging	establishing	101:21	181:3	fact 7:13	188:7	5:17,22
48:16	175:8	116:15	129:14	190:17	10:23 25:18	federal/state	10:14 15:25
election	enhance	estate 10:2	178:20	expected	46:12 69:3	189:9	27:10 80:4
147:25	17:20	40:12,19	222:15	113:12	88:8 116:12	feds 62:20	80:10 98:8
elementary	enrolled	55:6 70:10	examples	193:20	117:6,15	114:18	101:16
146:22	56:22 57:6	70:16 71:4	40:15	expecting	144:14	feel 33:14	102:9
191:14	ensure 5:16	77:10 78:2	excited 25:18	184:18	179:12	50:9,12	106:19
Eleven 21:24	7:22 49:15	78:10 112:9	exclude	197:10	181:24	91:3,5	112:20
eligible	193:8	113:7	201:23	expeditious	factor 160:2	feels 165:16	131:13,22
189:21	ensuring	126:21	Excluding	47:10	factors 210:4	fees 152:25	142:6
190:3	131:22	150:15	205:5	expenditure	Fadullon	153:3	144:23
eliminate	entered	164:10	execution	123:23	46:24 81:23	216:15	145:6
73:3	128:10	168:24	90:21	expenditures	84:16 85:17	225:9	financially
eliminating	entire 204:8	169:18	Executive	26:9 58:10	86:9 87:7	fell 31:18	98:16
105:7	entities 27:11	199:5,16,17	31:13	61:11 63:11	233:19	felt 50:20	find 75:13
emphasis	entity 85:3	199:18	exempt	118:14	234:14	83:6	77:4,6
96:19	98:19	200:2,16	232:14	141:20	235:10	fewer 178:16	226:18
employees	envelope	202:14	exemption	218:13	fair 117:14	fiberoptics	finding 220:5
17:3,5 46:4	198:14	206:3	9:17,21	expenses	134:7,12	220:12	fine 138:2
128:17	environment	estimate	10:6 11:2	54:21	146:6	fiduciary	152:16
					180:13		

Committee of the Whole
March 26, 2018

Page 10

166:4 225:8 fined 225:8 finer 153:2,3 216:15 219:24 223:8 226:18 finish 130:20 147:17 finished 230:12 finite 138:8 Fire 12:23 13:2 61:19 65:7,10,13 65:17,21 122:17 128:23 195:7 firefighters 13:3 65:15 65:22 firm 181:6 firms 181:25 first 4:2 14:2 16:12 25:5 29:17,21,22 31:16,21 36:21 48:13 49:12 57:11 59:24 60:4 65:8 66:6 69:22 72:25 73:8,12,16 73:24 74:2 76:2,21 88:2 97:8 99:8,14 100:25 106:8 110:17 140:9 144:24 150:21 155:22 159:5 175:20 177:18 178:12 182:20 199:18 203:13 214:17	firsthand 14:9 fiscal 2:13,16 2:18,24 3:3 3:19,21,22 15:22 32:10 32:17 33:3 33:7 177:13 207:12 five 2:23 3:24 4:23 8:17 9:5 11:8,15 12:20 14:12 19:21 20:8 20:10 45:13 49:13 55:13 55:24 58:17 59:11,12,16 59:21 60:7 60:23 62:25 63:2,13 66:3 70:20 83:10,12 95:15 96:24 97:9 100:8 118:20,24 119:2 120:12 121:10 124:8 132:20 137:8,11 138:18 141:5 142:13,25 160:7 162:23 163:3 181:2 182:8 183:10 192:3 193:22,23 202:25 203:14,14 212:4 five-minute 177:6 five-year 203:3 fix 121:5 fixed 19:12 63:20 115:9 169:22	174:3,24 175:5 208:25 floor 180:11 floor-to-area 234:20 flyer 214:20 214:21 focus 15:20 32:13 35:2 51:25 162:16,16 focused 18:12 38:22 43:17 148:25 155:25 195:8 212:3 focuses 38:24 focusing 12:3 folk 40:11 folks 29:3 87:3 117:2 117:5,15 214:13,15 217:11 follow 60:5 158:17 166:17 226:10 follow-up 229:3,11 following 162:21 food 129:19 foot 149:17 FOP 16:24 128:11 180:3 force 64:19 195:16 forecasting 137:20 180:19 foreclosure 213:25 forefront 87:18 foregoing 237:7,20 forever 152:18 former 52:15 233:10	formula 192:12,23 193:2 forth 136:20 Fortune 42:13 Forty-five 78:10 forward 17:6 28:12 48:6 51:13 53:18 67:19 77:20 86:9 138:14 139:19,25 186:8 205:2 208:2 224:5 225:11 229:15 230:16,25 forward-loo... 3:20 foster 13:14 188:11 189:2,17,25 found 26:2 32:7 Foundation 13:11 four 125:7 164:4 183:23 184:3,20 210:11 212:4 four-year-o... 11:14 Frank 198:22 frankly 34:22 234:19 free 191:23 Friday 18:5 87:21 friends 136:16 152:9 front 21:9 29:3 116:5 139:22 218:8 fulfill 7:17 full 19:6 84:17 195:16	full-blown 140:18 full-throated 169:12 fully 11:20 50:19 65:10 86:10 237:5 functions 107:10 fund 7:19 10:13 15:10 15:13 16:2 16:3,7,14 16:17 18:12 19:9 39:25 48:4 63:22 71:15,17,19 71:24 78:7 78:9,11 81:9,18,23 84:19 85:9 85:12 87:19 88:15,17,20 89:10 94:18 101:18 104:17 106:7 112:24 114:8 115:2 115:3 127:8 127:10 132:2 151:8 164:23 173:4 232:21,23 fundamental 102:12 fundament... 103:25 funded 16:3 34:7 126:18 funder 133:13 192:24 funding 5:2 7:16,20 9:7 10:16 13:12 13:25 15:5 15:19 16:5 16:6,22 18:15 35:8 37:6,9,18 39:3,8 48:8	48:12,19 51:5,12 52:2,6,18 53:5 55:15 55:23 60:5 60:11 61:23 61:25 62:4 62:9,15,17 62:21,21 74:12 90:4 91:8 94:10 97:17 102:20 121:4 123:3 123:6 131:8 132:9,11 133:4,8 134:7,12 135:6 136:4 137:5 142:3 171:24 173:7 185:6 189:10 190:18 191:5 192:20 194:23 195:11,12 funding-wise 134:18 funds 7:11 12:2 28:5,8 32:2,11,12 58:24 63:8 97:24 99:12 146:20 149:8 188:10,19 189:14,22 190:3 funneled 37:14 further 14:14 68:8 79:15 89:21 138:15 163:15 236:7 future 6:8 15:3 17:5 46:17 91:2 91:8,10,15 91:18 93:14	96:17 163:16 FY16 71:22 FY17 178:5 FY18 177:23 FY19 8:2 16:9 57:5 58:4 FY20 230:13 FY22 15:14 FY23 8:14 11:17 173:19 G gains 6:21 gap 8:24 39:22 73:13 73:13 168:6 207:7 geared 85:18 gears 25:8 general 16:7 20:2 25:12 39:25 48:9 49:17 63:10 71:15 72:3 72:12,16 77:19 78:7 78:9,11 81:23 84:19 85:8,12 94:18 104:17 114:8,25 115:3 137:23 151:8 165:21 174:9 175:23 232:21,23 generally 82:25 144:4 181:10 generate 8:19 9:4 16:16 63:7 generational 80:7 generators 111:19 gentrification 47:4	gentrify 46:16 genuinely 86:7 getting 24:8 29:10 34:23 41:13 51:13 65:3 76:19 77:25 85:18 86:10 99:13 100:13 101:2 103:2 114:17 124:9 140:11 141:10 148:3 150:10 162:16 168:21 193:14 210:25 214:19,21 229:16,17 231:9 give 19:6 31:11 36:5 36:11 42:7 72:8,10,13 98:19,24 101:8 104:24 110:16 124:22 162:14 176:12 183:2 184:7 224:16,21 235:17 given 18:21 96:19 121:21 giving 18:11 35:8 50:24 65:24 124:12 220:14 glad 215:20 global 157:10 globally 162:12 go 19:16 24:10 32:9
--	--	---	--	---	---	---	---

Committee of the Whole
March 26, 2018

Page 11

39:13 40:24	40:6,16	194:18	218:23	54:3,4	137:21,23	91:19	41:18 43:8
45:14,17	42:6 44:24	195:2,6,22	221:25	56:13,20	138:11,25	135:22	233:10
48:2 49:9	45:16 51:25	196:7 199:6	235:12	57:12,17	159:17,19	155:7 172:9	Health 62:18
51:4 58:13	53:12 55:20	202:14	gotten 98:17	58:3 60:3	159:20,22	197:23	hear 3:23
70:22 77:17	57:6 59:19	206:20	118:3	60:20,23	160:10	207:17	87:20,24
78:16 81:3	61:9 65:25	208:12	123:10	61:8 64:6	163:17	happened	90:5 105:20
84:11	67:9,18	209:2	229:2,5	66:10 67:22	180:23,24	23:3 49:11	147:21
100:24	72:18 73:14	210:24	government	68:11,14	181:3,13,15	114:13	157:18
101:14	74:22 77:14	214:22	37:15 73:6	69:9 115:12	181:17	118:11	165:4
105:23	77:18,20	217:6,15	governments	158:14,15	182:4,9	133:23	heard 26:24
108:25	78:15,23	220:22	82:11	166:14,15	guarantee	207:2	142:22
109:22	79:17,22	221:3,12,16	Governor	167:2,7,16	163:8,10	happening	147:13,19
111:20	81:9 87:17	221:16,19	49:16,22	168:5,15	guess 20:16	30:18 65:6	152:17
116:23	87:23 89:3	221:20,21	51:17	169:5 170:2	55:21 72:24	102:2,4,14	hearing 2:3,6
119:22	89:20 91:19	222:7	136:10	170:10,13	87:19 89:15	159:23	3:16 36:14
122:19	95:19 96:5	223:11	Governor's	170:17	93:22	179:5	40:9 66:22
137:17	96:6 98:2,3	224:8	49:14 53:21	171:18	128:16	209:15	129:17
138:3	98:18,22	230:16	grade 80:5,10	172:10,17	137:11	228:3	148:24
139:12	99:23	233:6	145:18,19	173:16	180:2	happens 9:12	153:20
149:24	100:14,23	good 2:2 4:11	grades	174:20	213:18,22	19:5 155:9	170:8
156:4	100:24	4:14,18	191:16	175:18	guidance	156:9	189:15
163:16	102:22	23:20,21	graduated	176:11,18	6:11	159:17	hearings
176:23	105:21,22	27:15,17	92:25	176:24	guidelines	222:22	57:18 58:2
183:9	106:7,11	31:4,6	graduation	219:23	209:25	Happiest	67:18 68:21
190:16	111:23	34:13 36:21	6:14 92:13	226:5,7,8	gun 25:11	130:16	68:23 69:2
195:2 201:2	113:5	36:22 38:7	101:6	229:10	27:4 38:18	happy 12:12	96:17
206:21	115:17,22	38:8 42:20	grant 39:4	230:2,17,23	guys 29:11	28:11 29:18	135:25
219:24	115:25	44:6 47:20	61:25 77:13	231:4,10	69:25 77:19	143:9	143:13
221:14,16	116:13,19	47:21,22,24	grants 37:9	GREENLEE	140:9	154:13	170:11
223:4 229:7	117:3	54:6 69:19	38:12 62:6	1:12	154:16	206:18	heavier 29:15
231:9	120:16	69:20 86:17	grapple 74:9	ground 25:20	210:12	223:22	heavily 82:22
232:12	131:12	86:21 88:13	grappling	30:18		hard 39:20	held 56:7
goal 14:14	138:22	89:12 96:17	13:22	group 10:22	H	119:3 176:7	198:14
67:24 80:18	145:11,12	97:22	great 26:13	29:8 33:18	Hackney	197:9,22	help 7:20
145:9,13	149:6	111:13	34:5 41:12	33:23 34:19	186:2,3	hard-won	16:21 50:7
146:2	156:11	123:11	41:15,22	87:10	half 144:16	6:21	69:25 80:17
218:19	157:5,7,25	135:14,17	50:17 70:2	171:11	144:17,19	hardship	91:9 93:20
219:11	159:13,25	139:13	77:13 93:3	197:17	145:5	10:14	109:16
goals 81:2	160:5 165:8	141:14	99:15,16	214:23	150:21	harnessed	125:2 153:4
116:16,17	165:14,22	142:5	107:15	233:23	188:5,18	41:4	153:5
217:15,18	177:8	144:23	162:13	groups 26:10	halfway	Harold 42:22	226:23
217:21	178:14	145:6	166:12	32:14 34:21	50:15	Harrisburg	228:9
221:13	180:6,25	147:12	177:2	37:10	Hall 1:6	37:8 48:12	helped 92:11
goes 78:9,11	183:16	171:6 186:2	185:12,17	grow 11:16	68:23	51:14 52:4	helpful 26:5
80:23 103:5	184:12,19	186:17	188:16	growing 9:2	236:17	52:15 53:3	111:8 138:3
103:19	185:9	187:22	197:2,11	grown 9:10	halls 53:2	53:14 91:2	143:19
105:4	186:11	188:22	205:25	12:11 71:17	hand 150:8	91:9,9	147:10
194:13,17	188:10,11	190:16	215:18	71:20	198:18	132:8	158:4
going 24:8	188:13,19	193:25	236:10	growth 15:15	handle 121:2	147:16,17	helping 53:18
26:12,17	189:14	194:2	greater 62:3	20:25 23:17	121:9,15,19	174:11	130:24
28:12 31:23	192:8,16,23	196:13	200:3	63:24	hands 33:10	175:17	184:25
32:3 34:12	192:25	198:11	greatest 5:24	109:16	hanging 5:22	head 198:14	helps 50:13
36:11 39:3	193:8,9	199:14	Green 1:12	137:10,13	happen 50:10	headquarters	Henon 1:13
					88:14 89:2		

Committee of the Whole
March 26, 2018

Page 12

130:12,13	hit 66:9	hopefully	imminently	124:18	inconsistent	204:22	145:24
130:18	114:20	32:24 41:13	13:19 59:2	217:15	152:17	206:7	207:6
132:12,25	151:3	59:17	impact 9:10	improveme...	incorporati...	216:20	incumbent
133:17,24	159:10	206:20	14:11 18:23	76:17	3:2 14:21	226:17	169:11
134:4	163:17	207:11	32:2 48:18	125:22	increase 8:15	increased	174:21
135:16,21	184:13	211:8 231:5	59:20 96:6	improving	8:21 9:3,16	8:25 9:25	175:21
135:24	186:6	231:7	153:9,17	6:12 12:3	9:20 10:2	11:2 18:22	independent
136:13	Hite 6:11	232:12	170:23	47:10 75:20	10:25 19:19	19:22 59:3	189:18
137:7,25	93:8 148:11	hoping 17:4	173:2,4,7	75:21 101:7	20:3,5,20	63:3,21	index 217:5
139:13,16	hold 198:18	46:10	impacted	185:21	21:12,13,24	70:14 71:8	217:11
140:4 165:2	220:13	host 210:3	181:23	191:19	25:21 27:8	73:17 81:9	219:3
165:13	holding 32:13	hour 127:24	impacts 59:7	195:8 203:5	27:8 39:21	92:12,13	221:15,18
166:3,10	229:8	129:7,13	impede	inability	40:12,17	109:4	222:5 227:5
172:21	holistic 175:8	households	138:10	223:17	48:23 50:7	112:13	indexes
176:21	holistically	166:23	implement	inactionable	52:7 55:4,7	117:23	221:23
177:2	135:13	housing	98:9	204:13	60:9 61:10	132:11	223:13,15
hesitating	home 10:24	13:25 46:2	implemented	209:20	61:14,17	140:21	227:25
167:11	189:5	63:17	99:6	include 11:9	70:16,18	145:19	indexing
hey 30:7	homeless	138:13	implementi...	15:8 19:22	73:23 76:10	151:7 160:8	219:7
high 10:20	13:25 14:6	139:18	60:15 98:10	24:6,14	78:11,13	161:3,5	indication
26:11 65:16	homeowner	Hub 14:7	important	33:18,25	81:7 88:9	186:13	23:17 42:7
66:8 145:15	10:23	huge 13:18	8:10 16:20	34:12 62:24	92:11 94:25	190:18	individual
184:2	homeowners	96:6 118:25	21:11 22:19	63:12 90:13	95:2,3,22	194:23	23:12 65:22
191:21,25	9:15,23	175:4	28:2 61:20	154:19	96:5 100:19	increases	162:17
196:2	96:7	hugely 225:9	93:12	155:19	107:20	10:11 46:9	individually
high-quality	homes 109:19	human 45:8	113:18	156:2	109:14	55:19 59:25	162:11
12:6 14:9	190:6	189:7	197:18	170:14	111:22	61:17 78:2	individuals
184:9	222:24	hundreds	207:19	232:17,24	112:10	78:2,5 92:2	9:11 26:3
higher 9:18	homestead	15:11	208:3	included 9:14	113:7,12	96:20,21	33:15,22
62:23 63:20	9:17,21,25	100:13	220:16	15:6 20:4	114:5,12,14	100:17	34:2,8,12
66:4 108:21	10:6 11:2	hybrid 18:19	223:9	20:24 59:10	126:21	112:8	34:15 35:3
108:24	21:18 95:4		225:10	59:15 62:25	132:5	138:16	35:5 65:20
125:17	95:22 96:8	I	228:4	63:13,23	138:17,25	143:23	industrial
158:2	109:15	idea 126:22	importantly	71:19 72:5	142:18	153:2	42:10
160:24	139:2,5	126:24	169:16	76:16	146:18	154:20	201:16
161:8	153:10,12	162:8	impressed	121:10	150:22	155:15	209:10
207:11,12	158:3 161:2	177:13	25:17	151:6	151:4,10	159:20	inflation
209:6	161:6,14	231:23	214:13	177:17	152:24	165:7	72:22
211:25	164:11,16	234:6	impressive	180:9	155:4,12,14	169:20	information
223:15	167:19,24	ideas 154:11	214:24	218:19	157:5,9,13	190:20	7:25 29:18
highest 6:14	168:3,7,22	identify 68:9	improve 5:25	includes 5:18	158:9 160:5	216:13	48:6 56:9
88:5 145:22	169:13	228:18	14:14 45:2	13:23 34:2	163:25	increasing	79:20
193:9	honest 29:2	229:7	127:8	154:23	164:11,11	6:15 16:7	124:22
234:10	44:19	IHS 181:5	179:11	191:13	166:5,21	16:12,19	153:21
highlighting	Honestly	illegal 219:24	202:16,20	232:22	168:24	28:4 55:3	165:17
92:23	85:17	222:21	improved	including	169:4,10,18	58:25 63:10	167:9,13
hire 65:20	hope 14:7	imagine	79:24 135:8	9:15 151:5	172:2 175:5	81:10 96:8	168:20,21
234:9	76:23 79:20	162:8	186:14,23	191:19	175:12	132:18	169:2,25
hired 154:2	129:4 152:9	immediate	187:10	200:17,18	176:8 185:2	167:21,22	170:3 192:6
hires 61:10	219:19	8:5	199:12	inclusive 2:14	186:9,14	203:17	197:17
hiring 54:23	228:13	immediately	improvement	income	188:25	208:21	213:20
55:7 179:9	234:4	66:2 148:21	14:19 79:18	168:17	192:21	219:24	215:25
history 26:2	hoped 11:20	163:2	79:19 99:2	169:22	194:11	incremental	228:2
		227:10,15					

Committee of the Whole
March 26, 2018

Page 13

229:16	3:5,7	134:23	48:16 89:14	jurisdictions	89:8 93:19	know 4:12	181:25
233:2	internal	144:10	98:11	174:8	100:25	11:21 16:9	182:21
informed	79:13 88:25	146:17	183:19	206:22	102:12	17:18 21:13	185:16
19:18 184:4	internally	152:7 191:8	186:6 188:4	207:15	112:14	22:12 26:15	187:22
infusion	76:5 144:3	191:17	191:3	justice 13:9	114:14	26:24 29:5	202:4
192:15	international	194:21	JANNIE 1:11	38:6	116:2,8,10	33:20 35:6	215:17
initial 29:17	43:15	195:6	January 3:10	juxtapose	119:14	35:11 38:25	221:12,20
41:6,8	internships	220:11	182:2	55:7	120:9 121:3	40:5 42:5	223:3
54:17 100:5	191:21	investor	186:22		124:5,6	42:25 45:7	224:16
143:22	intervention	199:3	job 67:3	K	134:14,15	45:20 46:17	225:8,13
167:20	30:12	211:19	137:13	K 1:12	137:21,23	47:4 48:23	226:21
initiative	introduced	investors	174:25	146:16,19	137:23,24	50:18 51:11	knowing
174:7	235:3	145:11	180:17	190:23	142:21	55:15 57:9	73:21
183:22	invest 92:10	201:17	181:12	194:14	143:8	61:25 63:20	127:22
229:12	145:14	209:11	jobs 46:15	keep 13:7,12	148:17	64:20 71:25	162:20
initiatives	191:11	invests 13:6	180:21	13:15 29:7	149:2	74:16,21	knowledge
61:24 62:12	193:5	involved 26:4	Johnny	60:18,20	150:10,25	77:6,8,20	45:22
218:6	invested	41:25	198:13	77:25	151:9,12	80:24 82:6	knows 92:7
227:10	78:23	irresponsible	Johnson 1:13	195:20	153:4,21,23	88:14 92:15	197:9
injunction	investing 7:2	131:20	25:13 26:15	196:15	154:25	97:10	KYW 147:14
171:10	27:23,25	irresponsibly	33:20 38:17	224:15	155:7,16	109:23	
172:12	58:21 93:13	98:16	47:17,18,22	225:4	157:9 158:7	111:7 112:7	L
inquiries	193:12	issue 19:16	47:25 49:19	227:22,23	160:19	112:19	L 1:10,11
29:11	investment	88:16 98:18	51:15,20	Kenney's	162:11,13	115:10	237:14
ins 116:6	5:24 10:18	110:9	53:23	4:21	167:3 169:3	116:4,7	L&I 13:17
inside 44:8	13:17 54:14	125:24	166:11	Kensington	171:25	117:22	58:23
73:2,10	59:3 80:11	140:19	Johnson's	224:12	172:19	122:14	labor 15:3
74:14	80:20 99:24	141:17	90:24	Kenyatta	175:14	123:4,10	55:16 72:4
instances	100:6	173:10,22	joined 5:4	1:13 38:17	178:13	125:4	labs 145:16
178:18	120:17	173:23	Jones 1:14	kept 20:17	181:11,15	126:24	lack 32:14
instantaneo...	135:3 146:5	174:6,10,17	26:16 36:16	key 11:9	182:3,4,7	127:9 128:9	226:19
207:18	146:24	175:14,15	36:17 37:12	19:12	186:6 191:2	129:16,19	laid 93:7
Institute	152:12	175:19,22	37:22 38:3	140:15	192:14	134:15	116:3,17
44:15	194:8	208:14	38:8,15	kicked 222:8	193:21	137:14	land 81:8,10
institutions	211:23	230:5	39:6,12,17	kidding	194:8 196:7	140:13	81:13,21
197:14,15	investments	issued 233:19	40:4 42:4	147:24	206:23,25	141:9,20	82:4 84:17
instructor	6:18 7:7,21	233:22	44:7,12,23	kids 7:23	208:25	142:14	84:22 85:5
184:12	8:11 11:9	issues 47:5	45:19 46:20	80:9 93:18	214:10	143:24	86:7 159:10
intact 13:16	13:14,24	96:20 97:4	47:12	93:21 146:6	217:21	144:3	209:11,23
intention	15:7,10	113:2 121:4	journeys	185:6,8,20	218:9,11,14	145:18	234:19
11:16	16:19 18:22	127:8 141:8	14:24	kind 21:4,11	221:3	148:11	lap 148:15
212:21	51:8 54:23	149:3 176:2	JR 1:14	22:19 26:11	228:18	149:9	large 15:25
interaction	55:9 56:5	190:25	Julie 38:4	27:6 29:4,7	229:20	150:11	40:24 41:17
227:17	58:17,20	222:3	184:22	32:9 34:9	kindergarten	151:17	50:7 79:9
interactive	59:6,15	223:24	186:11,18	40:5,12	80:5,9	156:14,22	79:22 119:6
227:6	62:11 63:5	230:24	July 5:10	42:4,8 44:8	184:13	157:23	144:18
interest	64:8,12	item 116:4	70:10	58:23 60:15	kinds 37:16	159:5	151:11
144:21	79:13 80:16	127:10	jumped	62:5 63:11	37:17	163:14,16	173:19
145:4,9,11	88:18,22	items 98:6	158:25	63:16 64:4	kitchens	167:18	182:2
200:17	89:19		June 32:18	65:2 71:8	123:12	168:17	large-scale
interested	112:22	J	32:25 70:11	75:16 76:18	knew 45:4	170:18,20	82:14
154:11	115:19	JAG 38:12	jurisdiction	76:20 79:13	73:13,14	172:25	larger 83:19
Intergover...	117:25	Jane 4:4,15	207:21	79:24 84:3	153:8	174:15,17	largest 68:20
		4:20 47:20		84:8 85:2			133:12

Committee of the Whole
March 26, 2018

Page 14

late 159:3	83:12,13	117:19	130:19	look 17:6	229:14	203:18	lucky 212:23
latest 16:4	108:22	208:22	165:6,10	28:20 30:15	235:7	loss 163:20	215:22
32:19	130:4	lightly 94:20	177:8 183:2	35:5 39:9	looked 20:19	lost 172:3	lump 24:6,17
law 108:11,12	letter 45:23	liked 15:8	190:17	39:20 43:4	73:24 78:22	230:18	191:3
108:16	letting 77:19	likes 74:21	193:17	45:10,21	82:21 84:7	lot 26:14 29:5	194:16
lawsuit 7:16	level 26:4	Likewise 12:7	203:21	50:5 51:12	112:11	29:10,10	
11:18,24,24	48:8 52:2,8	limb 30:24	207:5	52:17 57:25	114:20	30:9,11,12	M
48:17,18	53:10 55:23	limit 110:23	211:13	58:20 59:11	150:17	32:6 37:18	MacArthur
50:17 51:7	60:11,21	limitations	214:20	71:18 73:2	152:22,23	39:8 41:4	13:11 77:13
172:22	61:6 62:23	141:19	217:21	73:10,16	152:25	64:20 65:3	maintain
lawyer	63:10 65:6	limited 15:17	218:4	74:14,18	153:7,24	65:4 77:15	12:25
108:16	73:25 82:14	22:3 90:17	226:14	75:2,10,10	154:18,24	77:16 82:24	181:20
lay 141:25	90:4 100:16	219:17	live 32:7 46:8	76:5,6 77:4	204:8	92:22,23	maintained
layover	111:9	220:18	141:18	79:15 82:8	206:15,16	93:2 94:10	15:4
234:23	112:24	line 116:4	231:9	82:16 83:16	206:22	97:4,11	maintaining
lead 49:22	123:7	127:10	lives 199:3	84:19 86:9	210:11	100:22	15:20 91:16
67:16 79:21	140:18	158:17,25	living 128:2	90:13,25	looking 7:16	148:13	major 13:22
leadership	145:18	213:10	loaded	101:5	22:9 23:12	165:15	80:19
7:7 52:20	176:3 179:7	lined 214:14	149:22	103:25	23:13 25:4	167:17,18	105:11
92:20 136:9	180:23	link 83:5	lobby 51:5	104:2 118:8	26:8 31:17	179:8	114:3,6
175:22	187:15	linking 75:16	local 5:12,14	118:13	31:25 32:8	197:13,22	173:6
leading 25:14	195:9	listed 25:13	10:3 27:24	119:3,8	32:9 39:18	204:10	175:10
League	levels 6:13	listen 54:9	50:4,11,16	120:20,21	41:17,18	208:25	majority
180:16	15:21 62:3	literacy 6:13	52:2 79:18	120:25	42:14 43:7	212:2	102:25
learning	64:23 65:16	80:4,10,19	96:22 99:5	121:7	43:17 53:4	222:22	189:10
127:9	66:5,8,9	92:12 101:6	102:23	124:17	54:11,15	225:13	making 19:7
leave 40:11	122:15	145:15	131:3,9,12	130:19	55:12 61:2	lots 150:24	54:14,22
141:21	150:19	146:14,17	131:18	134:17,20	76:21 82:17	157:7	55:8 61:18
ledger 40:6	166:20	191:12,16	132:18	135:5,12	83:25 89:8	lousy 52:4	64:11 76:4
left 103:23	levy 206:17	litigation	134:10,13	138:6,14,19	91:8 92:10	love 126:24	80:17 91:17
legality	library	170:23	137:4 148:9	139:20	104:7	130:14	115:2,3
110:13	214:12	172:12,25	174:12	141:19	114:11	low 9:14	117:17,25
legislation	license 189:5	litter 217:5	176:3 181:7	152:16	119:10	15:13 16:2	130:3
108:2,4	licensed	217:22	191:4	153:15,16	120:7 123:9	16:5 18:12	205:17,25
138:10	190:6	218:19	locally 192:12	154:2,12,17	123:15	19:9 119:22	207:5
213:12	lien 85:3	219:3,7	location	159:11	132:3,11	129:25	214:16
226:14	199:18	220:3	42:15	160:18	134:22	130:3	215:4
235:2	206:12	221:15,17	locations	162:10,12	153:12	low-perfor...	220:10
legislations	211:17	221:23	44:22 219:6	162:20	160:2,22	193:6	227:18
139:21	lien-to-value	223:13,22	220:6	174:10,21	162:22	lower 10:8	man 228:11
legislative 8:7	210:3	223:25	222:13	175:4 181:7	163:2 169:9	44:9 91:22	manage 62:6
53:14	liens 85:6	224:17	228:12	192:7 204:9	170:25	92:3 95:21	66:9 67:2
136:15	200:25	227:2,5,14	long 60:17	205:15,17	177:16	144:21	120:17
legislator	211:15,23	227:24	69:8 93:11	205:18	194:18	206:18	178:9
52:15	213:6	228:24	103:18	208:6 209:4	195:12	lower-valued	managed
legislators	life 16:14	little 40:23	132:6 141:9	211:4 214:2	207:2,24	109:19	67:18 101:3
53:6	37:18 64:9	57:20,22	long-term	216:19,20	220:10	lowered	management
legislature	145:9	64:21 89:16	10:19 67:16	217:2	230:3	16:18	66:14 102:9
175:16	lifting 185:7	89:24 98:14	83:24	219:11	looks 54:19	lowering	120:9
legitimate	186:10	103:22	126:16	220:23	55:13	10:20	123:16
109:7	light 96:3	115:20	192:14	221:18	loose 227:14	lowest 79:8	144:24
length 132:20	114:3 115:9	116:19	longer 29:14	222:2 224:4	Lord 197:4	88:7	manager
let's 19:16	116:12	117:20	104:6	225:11	lose 6:4 172:4	luckily 171:2	208:5,11
							209:25

Committee of the Whole
March 26, 2018

Page 15

210:4	191:4	219:8	met 25:16	142:12	27:2 33:5	31:4,7	137:25
212:13	mean 18:17	measurement	33:19 34:16	144:22	33:10 70:6	36:21,22	naloxone 14:2
manages	19:23 21:11	219:5	34:19,22	145:8 152:4	72:25 77:16	38:7,9	name 4:13,20
122:14	22:24 24:8	measureme...	method	153:6	78:21,23	42:20 47:20	31:11
managing	30:4 34:21	44:25 45:2	210:25	173:18	85:8,10	47:21,23,24	186:18
27:20 38:6	34:24 79:2	measures	methods	177:23,25	86:6 87:24	54:6 69:19	198:20
123:9	92:21	3:19 14:21	219:22	178:5,6	88:4 98:2,3	69:20 86:18	named 25:11
146:25	114:19,24	45:11 144:2	metrics 58:12	179:22	98:20,23,24	86:22 87:9	27:3
175:3	115:25	218:8,14	59:8,13,19	183:11,13	99:13,25	87:9 94:16	narrative
226:13	116:2 120:6	median 10:23	75:17 76:16	188:5,7,18	100:3,5,7	97:23	92:21 93:5
mandated	122:5,11,14	155:2	mic 36:11,13	199:7	100:14	147:13	national
52:25	123:4	Medicaid	MICHELE	200:16,23	103:16	mortgage	181:8
Mansion	131:13,25	63:4	237:14	201:5	104:4,16	199:21	natural 52:13
214:12	133:18	medication-...	Michelle	202:21,24	105:16	motto 212:7	112:8
mantra 45:15	134:15	14:4	233:5	203:2,2	113:4 119:2	MOU 84:24	Navy 42:10
map 221:7	137:14	meet 8:5	235:12	204:4	127:14,15	move 33:4	near 17:5
Marcel	138:11	37:17 39:22	middle	205:14	130:21	43:7 48:6	necessarily
110:25	151:16	75:24,25	191:24	millions	144:13	50:3 53:18	43:7 134:25
171:7	153:23	179:6	230:12	15:11	145:10	86:7 92:5	necessary
March 1:7	154:25	217:18	middle-inco...	100:13	146:25	97:7 121:15	15:24 61:19
4:25 161:25	155:17	meeting 34:3	9:15	mind 168:16	190:22	131:18	229:4
236:15	160:15	35:3,6	miles 14:16	mindful 89:9	192:15	137:4	need 6:6
marches 65:3	161:16	109:21	millage	216:25	193:6,8,9	139:24	10:13 17:22
marching	162:15	127:18	111:20	mini 222:9	194:4,5,13	148:8,19	21:16 33:4
52:9,11	169:7	154:8,9	114:24	minimum	199:8	157:20	34:9 44:25
MARIA 1:15	173:14	meetings	million 8:14	148:9 194:9	213:11	208:2	45:17 52:7
mark 1:15	175:21	222:10	8:16,20 9:4	minute 31:9	monitor	211:15	53:5,8
107:3	195:5 221:9	member	9:6 13:16	31:15	15:23 120:6	230:25	55:22 56:21
market 18:23	225:3	177:6	14:6 15:2	147:12	125:12	moved 26:6	60:11,13
46:6 119:23	meaning	members 2:5	15:14 16:16	192:7	148:17	43:15 84:6	64:7 66:21
165:20,21	118:12	4:19 5:7	26:12,17,21	minutes	223:14	204:25	68:7 72:25
233:9	157:9,11,12	16:24 17:9	28:16 29:24	192:3	monitoring	movement	74:5,6,18
marketing	means 7:9	53:13 97:14	30:2,2,5,20	mismanaged	117:24	136:11	76:13 88:22
170:5	10:21 17:2	136:7,9	31:17,20	99:14	Monson	moving 75:4	90:25 99:19
229:13	23:14 70:12	147:9	37:13 55:14	missed	97:11	90:3 125:18	106:5
match 189:10	70:18 90:10	150:12	55:16 60:7	105:19	140:10,14	138:14	107:25
material	99:20	mention 94:9	62:24 70:12	mitigate 47:3	141:13,16	139:18	112:21
59:20	109:12	126:3	70:19,19,21	mixed 90:7	142:4,5	213:5	119:5 121:4
math 94:14	127:10	mentioned	71:3 73:14	Mm-hmm	144:6	multi-family	121:5,5,6
matrix 120:7	183:4 229:3	41:4 50:12	73:18,19	22:17	148:20	201:16	123:7
123:15	236:12	56:3 188:5	81:7,22	model 124:25	149:15,22	multi-part	124:13
matter 47:6	237:22	191:2	94:17,17,18	206:12	150:3,6	16:11	127:3,4
237:7	meant 95:3	213:13	94:20,23	moderate	month 22:23	multiple	132:5 143:6
Mayor 3:4,10	187:16	216:12	95:14 97:25	15:15	233:21	83:20	157:23
4:21 5:12	measurable	Merion 91:23	98:6,7	modernizat...	monthly 39:9	136:22	175:7,11
15:7 94:21	26:18	92:3	100:11	146:19	months 25:10	218:3	182:11
131:16,24	measure	message	103:6,7,8	modernizing	42:25 65:22	municipalit...	185:14
132:14	117:21	22:21 53:2	106:12	145:16	83:22 129:8	174:9	187:25
182:22	118:16	90:7 185:15	114:8,24,25	mom 34:20	210:12	MURPHY	193:9
206:7	228:3	223:4	115:3	moment	mop 34:5	237:14	195:16,22
Mayor's 4:23	measured	225:10	132:19,19	224:2	morning 2:3		196:2 221:2
132:21	144:10	messaging	137:11	Monday 1:7	4:11,14,18	N	223:18
140:20	146:24	195:3	138:18	money 24:9	27:15,18	NAIC 137:24	224:18,21
						NAICS	

Committee of the Whole
March 26, 2018

Page 16

225:17,18	147:8	154:21	obviously	108:3,9,18	55:18 60:9	158:23	168:13
225:19	156:14	155:11,13	88:13 136:3	110:4	on-street	opposed	169:3
231:2	170:24	156:3,23	143:2	129:22	107:10	96:24	170:15
needed 8:24	179:3 183:6	157:2,10,16	145:10	147:24	on-the-street	112:10,16	outright
22:6,8 74:4	202:14	157:22,24	155:13	157:19	27:12	165:24	234:2,8
96:10 104:6	206:11	158:2 162:9	163:15	174:23	on-time	220:14	outs 116:7
112:21,22	217:5	166:23	191:8	192:11	203:17	optimistic	outside 62:13
needs 8:6	231:24,25	168:10	occasions	193:25	218:10	67:15	63:17
50:25 53:10	news 50:16	169:20	27:23 33:20	okay 19:16	once 33:9	181:17	129:17
56:16 84:11	50:17	178:22	occupancy	21:7 23:20	105:14	opting 18:19	137:20
85:19 100:7	nice 136:18	180:14	113:6,14	25:2,8	137:3	option 82:8	152:21
139:17	nickel 216:19	184:5	114:5,7,11	26:13 31:8	142:23	order 2:4	181:6
141:7	night 143:3	186:10,12	occur 80:14	35:14 61:8	143:7 161:7	56:17,23	192:16
227:15	146:15	186:14	occurring	68:14 84:10	one-off 138:9	84:23	outstanding
negative	nine 26:23	187:3 195:6	223:4 228:3	85:21 88:11	139:21	164:10	103:19
18:10,24	33:12	197:5 204:8	offer 93:19	88:24 91:11	ones 216:10	195:16,18	122:8
negotiate	nitty-gritty	204:25	office 8:2 27:4	96:12 97:18	ongoing	197:7	144:21
43:24 73:4	137:16	205:14,16	31:14 34:4	102:16	29:23 33:21	234:11	216:16
negotiated	non-represe...	205:19,20	38:6,10,23	106:15	128:20	orders 52:10	outwardly
180:2	232:15	205:21	53:21 66:18	107:17	204:21	52:11 172:8	43:16
negotiations	non-tax	206:17,19	66:24,25	110:6	206:8	ordinance	overall 9:5
43:4 127:21	152:24	207:13	120:22	114:22	online 221:14	2:12,15,17	72:20
180:12	216:14	210:7	124:25	117:18	227:19	3:9 27:2	142:10
232:11	normal 22:25	219:20,25	144:15	118:18	OOPA	ordinances	overburden
neighbor	65:5	220:4	224:5	120:5 147:6	214:11	33:5	216:18
225:6	normally	numbers	226:11,12	149:13	OPA 23:11	organizations	overcommit
neighborho...	57:14,19	19:21 23:5	226:13	152:9 154:5	85:6 161:21	26:9 28:2	143:6
7:24 30:19	147:11	24:15 25:4	228:23	154:16,17	161:25	28:18 32:5	overhead
125:22	note 94:3,4,5	53:21 60:6	officer 25:24	157:19	165:5,5,10	34:3 39:2	73:4 79:4
197:12	noted 204:17	92:7 94:12	68:17 142:6	158:12	open 53:10	189:24	overruns
222:9 228:4	notes 230:4	94:15 95:6	186:3	167:7,16	135:25	original 9:13	123:18
neighborho...	237:6	95:10	officers 16:25	172:17	operate	10:8 95:11	overstated
13:20	notice 14:18	143:21	66:20 68:21	174:20	187:15	95:18	204:18
195:15	137:8 215:3	147:8 148:5	128:15	176:22	189:24	185:16	overtime
network	notified	149:14	offices 43:11	177:10	operating	originally	64:10,15,16
186:21	196:24	161:17,22	official 48:10	178:7	2:18 3:18	8:23 11:20	65:17,20
189:4	number 5:20	162:2 184:8	49:20	183:18	121:11	71:22 95:23	66:2,6,8,12
never 36:12	11:16 12:5	185:10	110:17	187:21	123:21	180:4	67:2,4,24
104:21,21	21:14,25	186:12	offset 9:24	190:7	144:16	183:25	68:20 69:4
123:3,4	22:4,5,7	201:20	95:3 107:19	196:25	146:21	186:24	177:14,23
194:15	25:16 26:10	202:6	109:16	200:14	operational	187:9,23	178:14,18
new 7:4 23:4	27:22 29:24	203:21,24	153:4	201:22	86:10	Otis 184:22	179:5,8,14
24:14,15	30:4 31:16	204:11,17	169:10	212:14	opinion 70:5	186:3	179:19
32:10 40:7	38:25 42:23	211:25	oh 1:14 97:20	214:9 231:4	77:3 100:15	outcome 84:3	232:17
41:9,18	49:3 54:6	nurses 5:21	97:21 98:13	232:5,16,25	opioids 13:24	outcomes	owe 196:6
43:16 44:3	56:15,21	90:14 146:8	101:12	235:19	opportunities	75:20 76:19	owes 199:8
61:10 65:5	57:2 58:25	146:9	102:16	236:3	17:20 46:15	79:21	owner-occu...
66:17 99:21	64:18 65:12	190:25	103:9,14,24	old 200:25	75:12 91:6	116:14	205:6,7
99:25 100:2	66:4 86:24		104:18	203:25	150:18	outlined 6:18	209:9
103:7	101:19	O	105:9,13,21	204:5	opportunity	7:22	owner-occu...
104:10,14	125:6	objections	106:15,24	older 17:21	17:8 41:14	outlook 18:10	201:14,15
115:19	142:11	237:4	107:7,14,14	200:8	41:23 141:3	18:11	209:22
128:13,17	146:10,11	objective	107:17	omnibus	152:24	outreach	210:17
		219:5					

Committee of the Whole
March 26, 2018

Page 17

215:8	142:8	60:10 223:8	127:23	percent 8:22	209:4,6	100:21	104:11
owner-occu...	148:13	path 26:6	128:18	8:23 9:10	percentage-...	104:4	119:8
201:23	149:5,9	80:7	173:4,20	10:4,4 16:5	165:8	130:25	125:11
owners 155:8	153:6	pathway	175:14	16:6,9,22	performance	134:9	140:24
P	155:22	194:9	pensions	16:22 19:19	58:12,19	174:13	211:17
p.m 236:20	161:5,6,16	pathways	128:19	20:3,5,20	59:7,13,18	180:17	placed 11:23
package 8:7	173:18	191:21	175:6 176:3	20:25 21:3	75:17 76:16	211:16	12:2
9:6 50:23	175:10	pay 40:7	232:8	21:24 39:24	83:6 101:17	219:2,9	placement
112:12	182:3	55:10 61:13	people 17:21	40:10 46:7	performanc...	227:23	191:23
151:2,13	185:16	85:5,9	17:21 25:19	48:22,25	115:16	Philadelphi...	plan 2:23
page 54:12,12	207:20	103:17	26:14 29:5	55:4 70:13	116:13	14:25 39:24	3:21,25
56:3 71:14	208:3	104:4,11,15	29:8 32:8	70:14,15,17	217:8,16	Philadelphi...	4:23 6:19
116:5,7,8	209:15	104:20,22	33:19 34:22	70:23 71:4	performed	39:2	7:9,22 9:8
170:19	211:6 212:9	105:14	40:7 46:7	71:6 72:17	98:15	Philadelphi...	11:8,15
181:2	223:21	108:25	46:12,13	78:10 80:12	performing	12:17	12:10,15,20
183:20	224:3,20	109:3,10,17	54:23 55:8	101:24,25	94:7	Philadelphi...	13:6,11,23
paid 104:6	228:24	216:22,24	64:19 69:23	108:21	period 50:18	12:21	14:12 15:10
196:24	participates	paying 94:5	72:23	112:6 113:7	person 4:3	Philly 222:14	16:11,14
211:2	227:25	payment 94:5	108:24	118:14,15	45:23	philosophy	19:21 20:9
panel 128:24	participating	196:25	109:17,18	128:16	210:23	146:3	20:10 22:22
paramedics	58:8	200:24	116:14	133:5,7	214:21	PHLpreK	46:10 49:13
13:3 65:14	participation	204:14	122:3	144:16	personal 80:4	186:18,21	51:3 55:13
parcels 42:11	169:4	209:21	127:19,23	145:19	80:10	187:14	55:24 58:17
parents 5:18	particular	211:10	128:5	150:21	211:19	physically	59:4,11,12
189:6	22:22 64:15	214:4	130:19	154:20	personally	228:11	59:16,21
park 72:20	116:3,23	payroll	148:10,16	155:4,15,20	36:24	physicians	63:2,2,14
parking	156:3,10	101:24,25	151:11	156:24	personnel	14:3	64:25 66:3
106:4,17,20	213:19	PCCD 38:12	157:18	157:5,8,13	12:24 25:22	PICA 100:9	76:17 80:20
107:10,11	214:21	39:3	167:23	159:12,14	61:19 64:17	102:22,22	81:11,20
107:18,22	particularly	PDFs 57:23	168:6,9,11	160:10,13	perspective	103:10,12	90:18 93:7
110:10,14	18:21 50:10	pedestrians	168:14	160:16	22:3 27:10	103:17	95:15 96:24
126:23	64:25 87:3	14:23	169:13	162:22,24	54:15 64:9	179:18	97:9 100:9
Parks 125:15	96:18	peers 26:3	174:16	163:6,7,23	66:15 68:16	PICA's 103:3	117:4,11
125:20	109:18	penalties	175:9	163:25,25	167:11	103:17	118:20,21
part 28:17	120:8	200:17	184:18	164:7	173:20	pick 225:20	118:24
31:21,24,25	140:21	pending	185:13	165:24	174:12,12	pickup	119:2
34:10 35:25	143:25	11:19,24	195:19,20	166:5,7,21	175:8 230:6	218:11	120:13
44:2 48:12	195:22	171:9	196:23	168:9 173:5	phase 208:5	picture 34:2	121:10
48:13,15,21	215:7	172:25	197:13	173:6 183:9	208:18	149:17	125:15
49:6,12	216:18	Penn 172:22	204:14	195:2 201:8	212:13	PIDC 233:22	137:8,12
50:2 57:11	partners 7:17	172:23	215:2,9	201:13,14	Philadelphia	pieces 120:17	138:14
59:24 62:11	16:21 41:5	Pennsylvania	216:18	201:25	1:2,6 2:22	142:16,20	139:18
64:15 68:24	41:7 132:8	1:6 3:5 37:7	220:13	202:9	2:24 5:3,11	pilot 214:11	140:23
71:7 74:25	partnership	172:24	222:24	206:25	10:17 12:8	pinpoint	141:5
81:19 92:15	11:11 13:9	199:4	224:13	207:16	12:14 35:12	219:15	142:25
92:18 93:4	parts 35:12	pension 16:3	225:9	232:7 235:5	38:14 43:9	pipeline	152:6,7
96:24 97:3	219:16	16:8,11,16	226:20,25	percentage	43:16,21	43:23 47:8	160:7
97:8 102:9	pass 108:5	16:17 18:13	229:8,14,18	115:17	45:6 48:11	47:11	162:23
104:19,22	184:22	18:17,17,20	229:19	158:9 160:6	48:20 49:21	place 17:25	169:7 170:5
114:10	185:9	19:7,13	people's	163:20	52:7,13,17	41:15 73:16	176:12
120:21	215:14	63:22 72:2	122:2	201:4	53:15 73:7	91:7 93:7	181:2,21
121:9	passage 28:6	101:21,22	157:20	207:10	89:18 91:21	99:8,14	182:8 183:5
123:20	passed 55:17	115:10	223:17	208:22	91:25 93:16	102:24	183:8,11,14

Committee of the Whole
March 26, 2018

Page 18

185:16	194:24	potential 15:4	25:25 26:3	152:8,15,20	142:12	33:8 141:24	116:20
191:13	195:12,23	141:19	27:12	153:25	143:3	219:6	119:24
193:23	196:3,5	154:12	PRESENT	154:4,15	183:15	222:12	120:24
203:14,15	228:7,10,15	205:12	1:9	155:18,24	previously	problems	121:13
223:19,25	233:10	216:13	presentation	156:6,13,20	8:18 124:5	92:22	122:21
224:22,23	policing	potentially	43:18 48:2	156:25	217:24	105:25	127:4,15
234:2,3	196:4	156:4	94:16	157:14	price 88:7	106:19	146:14
planned 8:18	policy 108:20	180:10,11	presented	158:11,16	prices 73:6,9	219:12	186:22
planning 6:17	108:23	206:9	167:10	158:20	primarily	220:20	191:24
120:23	109:8	poverty 10:20	preserve	166:19	19:9 33:18	228:19	197:9,10
plans 122:16	politicians'	80:7	15:18	182:14	89:14	proceed	206:5
200:24	29:6	practice	President	190:10	primary	215:24	213:11
plate 52:14	polls 40:9	96:17	1:10 2:2	192:5	145:13	proceeding	214:11,11
52:21	pool 41:20	practices	3:13 4:6,10	196:11,12	prime 110:17	68:18	218:15
223:13	208:12	99:9 226:24	4:19 17:14	196:16	prior 69:25	proceedings	220:12
please 2:9	209:16,17	Pratt 110:24	18:6,16	197:24,25	71:5 114:15	237:4	228:21
4:12 101:15	209:18	110:25	19:8,15,25	198:6,19,24	120:3	process 20:12	program-b...
plus 18:9	poor-perfor...	171:6,7	20:6,11,15	212:17,18	140:24	23:16 26:20	55:2 57:7
pocket 71:12	98:19	172:6,14	21:6,10,20	212:25	200:19	28:25 31:21	58:5,9,15
72:19	poorly 98:15	pre-K 11:23	21:23 22:11	213:9 214:8	priorities	32:24 39:5	74:17 75:2
point 22:24	pop 34:5,20	12:6,17	22:15,18	215:16,23	87:22	41:12 43:3	75:5,11
40:8 51:11	population	63:25	23:7,19	216:4	117:11	50:16 88:25	76:22 77:23
56:17 68:3	14:6 17:25	183:20	24:2,19,22	225:25	prison 77:10	97:2 109:22	84:6 217:23
72:16 84:9	portion 61:5	pre-kinder...	24:25 25:7	226:2,9	Prisons 63:15	128:23	218:2
84:13 93:6	70:11 78:9	11:13	27:17 28:7	231:11,12	private 99:23	130:15	programmi...
103:10	85:13	predecessors	28:13 29:20	231:17	proactive	132:3	13:7 14:5
110:8 118:4	103:12	36:12	30:3,23	236:8,9	43:19	137:18	programs
121:16,22	104:25	predicting	31:5,6,10	press 28:22	proactively	143:16	14:2 30:10
133:2,2,20	112:4	171:15	32:20 34:17	pretty 18:7,8	178:8	148:4,13,19	30:11,13,21
134:16	164:18,20	prefer 112:2	35:13,17,20	23:23 24:15	probably	149:6	31:18 47:2
135:4 155:6	164:20	preliminary	35:23 36:4	43:13,23	17:18 45:22	153:11	57:9 63:25
156:14	173:19	66:21 67:18	36:9 38:17	59:17 78:25	77:20 79:7	154:9	70:4,6
157:23	189:12	68:21,23	39:15 44:10	82:22 83:4	82:16 88:9	176:16	74:11 92:11
158:8 164:4	232:23	69:2 207:24	47:13,14,19	87:10	96:16 97:7	179:16	98:9 116:23
202:16	position	premise 47:9	53:24 54:5	122:25	97:10 103:5	204:12	135:6 185:7
203:10	35:25 51:4	premium	60:14 67:10	131:16	103:8	208:4,10	185:21
205:23	160:18	126:3	69:11,16,17	146:25	110:15	211:6,7	186:16
221:25	positions 13:5	preparation	85:23,24	147:4	136:25	228:20	191:15,20
points 145:6	61:24 62:5	154:9	86:12,19	178:24	150:13	230:10	191:20
145:8 186:7	62:8 65:13	prepare	96:14 97:22	204:5	165:20	235:4	193:12
186:7	65:24 76:13	120:21	107:2 110:7	prevent	168:8 172:4	processes	197:11
202:21,24	76:14	184:12	110:21	220:19	173:13	230:15	201:2 218:3
204:21	121:12	prepared	111:5,15	223:6	203:20	produce 45:9	progress 6:12
206:9	138:9	118:19	126:9,14	preventing	204:18	210:14	6:16,25 7:8
police 12:23	231:24,25	125:5 127:7	130:8,9,14	10:14	209:23	productive	19:3 32:16
12:24 14:4	positive 14:11	127:11	140:6	prevention	213:18,24	26:22	90:17,19
25:21,24	81:5 101:18	148:18,24	141:15	13:6 30:11	214:19	program 2:12	91:5 92:14
27:9 61:18	199:15	149:2	143:18	31:14,19	219:25	3:20 14:13	145:25
64:13,21	201:20	184:14	147:5,20,23	34:13 38:11	230:13	14:17 56:2	191:9
66:12 68:17	possible	202:4	149:12,19	38:18,23	problem	56:6 58:11	205:25
122:17	160:23	preparedness	149:25	preview	98:14	58:22 75:6	207:6
124:19	172:7 214:4	191:22	150:5	144:7	161:16	75:13 84:10	progresses
178:21	Post 44:16,18	presence 2:4	151:14,25	previous	problematic	84:12	92:17

Committee of the Whole
March 26, 2018

Page 19

prohibit 171:11	210:13,24 211:16,23	8:14,21 9:24	158:10,19 165:5	135:22 142:16	185:2,5,22 186:9,15	148:14,18 148:23	ramp-up 11:19
project 40:24 41:3 62:6 82:20 83:24 122:12,16 124:11,14 126:5	property 8:2 8:3,21 9:2,3 9:13,18 10:25 11:3 19:17 23:12 39:21 48:22 48:25 61:14 78:12 85:3 94:19 107:19 108:24 109:5,8,18 122:14 123:10 125:20 139:3,9 151:10 154:23 155:2,8 156:11 157:13 166:6,21 175:12 176:8 201:18 211:18 213:19 234:11,18	proposed 3:2 3:18 4:23 4:25 6:20 6:24 7:4 9:16,19 10:7 12:22 14:7 48:10 49:16 54:16 54:17,20,20 60:7,16 61:3 71:19 71:22 76:10 95:23 96:21 132:19 140:24 187:23 233:10	provided 170:3 191:15 providers 12:5 13:14 185:2 186:10,13 186:25 187:19 189:2,3,4 189:18 provides 14:13 providing 2:21 10:16 14:9 92:16 135:9,19 138:25 184:24 185:8 prudent 123:24 PSERS 173:4 public 2:6 3:15 5:25 6:11 36:23 43:24 54:14 61:18,20 62:13 63:6 64:8,12 66:24 74:6 110:12,23 122:14 123:10 125:20 126:20 143:14 194:21 195:3 227:18,25 228:18 237:15 publicize 227:7 publicly 77:11 80:3	pull 15:18 146:5 pump 194:4,5 pupil 91:24 192:20 purchase 121:6 purpose 104:14 105:8 222:5 purposes 105:17 162:5 200:9 pursuant 3:7 pursue 200:10 purview 31:18 pushing 75:18 put 17:24 20:10,23 27:2 30:4 40:18 52:24 71:3 94:12 99:25 104:11 107:3 122:19 132:14 138:8 140:24 142:25 143:2,11 146:7,9 151:12 158:6 160:17 171:21 186:8 224:8 putting 16:13 52:22 86:5 102:7 120:24	quarterly 177:17 179:2 question 19:20 20:16 22:20 36:19 36:19,20 39:13 48:14 48:22 54:25 55:11,12,22 55:25 56:14 56:14 57:11 59:25 60:4 61:9 66:11 80:22 81:7 82:3 86:2 90:24 107:3 107:6 131:11 141:9 142:2 142:9 143:25 149:23 150:11 159:4 170:21 171:20 172:19 173:13,17 176:19 186:5 188:4 213:16 221:21 230:3 233:6 233:9 235:14 questioning 123:21 140:12,18 158:18 questions 5:9 17:11 54:7 54:9 56:11 57:10 70:7 70:8 87:15 97:12 131:2 140:15 141:14 142:23 143:5	148:14,18 150:9 153:8 165:4 166:18 170:18 172:20 177:7,12 182:20 190:9 199:9 212:21 231:18 236:7,14 quick 18:2 25:8 36:18 36:19 37:5 96:16 111:14 177:12 182:19 188:3 212:20 213:3 231:18 quicker 221:11 quickly 23:2 39:18 121:21 Quinones-S... 1:15 111:12 190:13 216:7 quite 84:13 quorum 2:5 R Radnor 92:4 raise 22:7 70:6 73:6,9 73:9 77:18 93:24 98:18 150:15,17 150:19 160:2 164:10 raised 70:22 71:4 97:16 99:24 129:12 172:21 raising 72:18 72:20 93:23 93:25	ran 42:17 range 30:2,2 155:10 157:6 202:15 ranked 44:16 ranking 44:9 rapid 159:18 rate 6:14 8:22 10:3,7,11 10:21 20:17 20:18 22:7 22:22 71:10 72:18,21 73:23 78:13 95:21 117:23 140:22 146:18 160:3 161:13 162:20 163:10,20 183:9 202:8 202:20 203:6 204:22 206:8 rates 62:23 63:4 92:12 92:14 101:6 101:7 144:21 145:22 182:9 rating 88:5,6 88:8,9 89:9 144:25 175:2 ratings 88:4 ratio 117:22 117:24 118:5,9,10 119:11 234:20 ratios 123:24 210:3 re-appropri... 33:6 reach 12:25 41:24
properties 13:19 59:2 84:20,21 108:20 155:11,17 157:8,11,21 157:25 159:11,12 162:11 168:3 199:5 201:11,12 209:8	proposals 61:12 146:15 propose 8:8	10:19 11:13 12:13 25:19 29:18 31:23 48:12 50:13 50:22 64:22 89:22 90:11 98:21 100:3 100:4 106:11 127:16 137:17	227:18,25 228:18 237:15 publicize 227:7 publicly 77:11 80:3	quality 7:23 64:9 93:17 93:21 135:20 184:2,24	quality 7:23 64:9 93:17 93:21 135:20 184:2,24	raising 72:18 72:20 93:23 93:25	reach 12:25 41:24

Committee of the Whole
March 26, 2018

Page 20

reached 6:22	92:10 93:12	receipts	recruiting	128:18	120:8 141:2	represent	resolution
read 2:9 3:17	95:3,8,25	11:22	40:7	232:13,14	194:20	166:24	1:18 2:8,10
180:16	101:12	receivables	recycling	reforms 13:9	relating	Representa...	2:20,21
readiness	119:8	235:15,19	85:14 218:9	17:2	96:20 97:4	147:14	resolved
191:18	123:11	receive	redesigning	regard 128:4	140:16	representat...	11:25 50:19
reading	135:3	189:21	14:20	128:5	148:14	48:11	171:16
145:18	137:15	197:21	redirected	regarding 2:7	relative 79:9	represents	resource-he...
168:16	138:10	received	103:16	48:3 56:5	relatively	144:15	82:20
191:13	149:10	40:10	104:13	60:5 61:10	34:20 65:16	reproduction	resources
readjusting	159:16,18	receiving	reduce 66:6	66:25	66:8 68:13	237:21	7:10 8:9
182:24	165:25	39:3	69:3 73:22	168:20,22	121:21	republican	12:13,22
real 10:2 18:2	169:11,12	recess 236:15	112:3	172:21	relief 9:23	136:9	14:13 16:13
25:8 27:4	179:15	recession	151:21,21	173:10	rely 175:9	request 39:19	27:5 75:8
37:5 40:12	182:5 183:4	15:17	151:22	227:2	remain 66:7	76:4 78:21	75:15,23
40:18 55:6	192:7 195:8	recognition	reduced	229:17	remaining	143:22,23	76:5,6,8,12
70:10,16	201:2 204:3	134:3	63:16 88:8	230:7	180:6	171:10	84:7 91:2
71:4 74:20	207:8,23	recognize 2:4	reduces	regardless	remains	requested	99:11
74:23,24	208:3,6,15	recognized	208:24	52:21	60:17	81:22	116:22
77:10,25	208:18,20	34:7,15	reducing 6:25	108:13	remedies	192:13	121:20,24
78:10 96:16	210:7 212:3	133:21	15:21 67:4	158:2	172:7	require	122:22
112:9 113:7	214:24,24	recognizes	103:4 152:4	regional	Remember	107:25	123:7
126:21	215:21	36:15 47:16	205:21	181:7	103:11	108:4,7	136:15
138:7	222:11	54:2 69:13	reduction	regularly	remotely 23:9	required 7:14	168:19,20
150:15	223:14	86:15 97:19	55:5 61:15	78:25	removing	68:22	174:2 175:4
157:22,23	229:13	111:11	64:10,15	reimburse	13:18	118:22	217:17
164:10	230:25	126:11	65:25 67:24	136:23	renaissance	187:14,19	219:18,21
168:24	234:21	130:11	68:3 151:6	reimburse...	193:4	requirement	220:19,24
169:18	realtime	158:13	reductions	62:23	rental 46:6,9	7:18	221:4,8
199:5,16,17	227:19	166:13	5:20 8:19	136:19	reoccurring	rescheduled	222:2
199:18,25	reap 51:6	177:4	152:5	reimburse...	220:20	110:2	respect 3:3
200:15	reason 95:8	182:16	182:24	136:5	reorganize	reserve 11:23	19:17 24:3
202:14	104:22	190:12	183:16	reinvest	32:10	12:3 15:4	28:14 32:22
206:3	109:13	196:18	reexamine	135:10	repaving	55:15,16,23	33:16 77:3
212:20	132:13	198:3 216:6	160:19	reinvested	14:16	60:6,13,19	140:20
213:3	161:5	226:4	reference	117:8	124:17	60:21 61:2	141:17
realistic 30:7	175:10	231:14	33:17 54:7	reinvesting	replicate	61:3,6	respite 13:25
180:14	227:6	recommend...	54:23 56:2	115:21	35:10	171:21,23	respond
reality 25:23	reasonable	154:17	56:7 66:12	reinvestment	report 16:4	172:5	125:6
reallocated	204:25	recommend...	66:13 68:16	117:17	31:23 35:19	reserves	respondents
84:8	215:10	33:3	166:19	related 28:19	122:7	15:17	233:23
really 23:13	reasons	reconvene	175:3	57:10 58:19	179:17	119:21	response
23:15,16	138:19	236:16	229:22	61:17 63:3	180:16	residence	13:21 32:23
26:23 28:14	reassessment	record 31:11	referenced	63:25 64:16	193:14	211:19,21	52:10
30:16 34:10	87:22	49:20 51:21	213:4	97:6,12	200:4 202:8	211:22	155:22
35:24 41:3	reassessme...	139:3	referred	125:13	226:20	resident	responses
49:15 50:24	95:10	151:16	209:14	178:15,19	227:9,11	77:24 78:3	54:10
51:6,9 53:7	115:15	177:5	referring	217:22	228:2,7	residential	214:19
63:9 74:19	Rec 125:15	190:19	232:21	218:7,9,10	229:18	201:17	233:24
74:21 75:7	125:20	194:17	refers 203:8	227:8	reporter	222:23	responsibility
75:9 76:23	recall 200:23	198:21	refinancing	relates 44:5	237:24	residents 6:9	5:16 52:23
78:22 83:6	201:13	216:23	144:20	48:25 52:5	reports	10:15 14:17	131:5,14,22
83:23 84:18	recategorizi...	recruit 43:3	reflected 22:2	110:13	177:17	75:20 91:15	144:9
87:13 88:21	115:21	65:14	reform	114:25	199:25	222:12,20	responsible

Committee of the Whole
March 26, 2018

Page 21

131:7,7 responsibly 101:4 rest 19:5 36:7 59:22,24 71:24 100:4 restaurant 45:5 restore 13:5 result 6:17 7:15 11:3 26:6 88:21 results 26:18 83:3,14 101:5 retirement 173:11 return 5:12 5:13 62:22 193:7 returned 37:3 85:11,12 returns 16:19 18:21 Revell 30:25 31:4,8,12 31:13 33:24 34:25 37:11 37:20,24 39:10 Revell's 27:3 28:4 revenue 4:24 7:5 8:25 9:3 10:5 15:16 19:21 20:2 20:19 21:16 54:17,20 61:24 63:7 102:25 103:2,7 111:19 143:23 150:17,20 151:15 153:20 162:24 198:23 203:20 210:15 235:13,23 revenue-ge... 62:12	revenues 15:23 26:8 58:13 64:3 81:11 105:12,14 106:21 107:18 108:8 110:15 118:15 152:25 172:2 216:14 reverse 6:6 review 29:17 29:19,21,23 30:21 94:11 141:4 revised 2:23 5:2 96:2 139:8 142:25 revisit 134:13 rezone 235:3 rezoned 234:13 RFP 233:14 233:15,22 233:24 RFQ 233:20 Rhodes 92:24 92:25 rid 63:17 right 18:25 19:9 22:12 23:8 27:25 32:18,21 36:10 37:12 40:4 45:16 52:8 53:11 67:22 72:12 80:21 81:18 90:3 103:14 103:24 108:10,15 109:11 110:22,22 111:14 117:8,11,12 118:5 122:7 122:22 123:6,9,20 130:7	133:14 138:2 140:4 147:6,25 149:4,7,13 158:12 161:4,18 162:17 163:5 164:24 169:5 170:17 171:13 176:24 179:24 190:8 194:2 196:2 198:18 199:8 200:21 201:8,21 202:4,7 212:5,6,6 212:11 215:4 216:20 217:6,8,12 220:25 221:15 231:22 233:4,14 234:14 235:8 236:3 rising 205:19 risk 208:16 road 68:8 93:11 232:7 roads 14:25 Rob 4:4,17 5:4 47:23 48:22 53:21 92:7 117:20 133:14 191:2 206:6 230:3 232:6 robust 120:12 120:13 roll 215:5 roll-out 170:5 rolled 217:4 rolls 142:18 rookie 111:6 room 1:6 46:24 135:2	236:17 roughly 202:13,15 233:3 round 69:10 126:8 140:9 176:23 rowdy 87:11 RPR-Notary 237:15 rule 134:11 ruling 110:17 172:16 run 105:22 143:8 149:16 rung 66:11 172:18 176:19 running 45:20 94:3 94:7 119:21 S S 1:12 S&P 18:4 safe 13:8 195:20 safer 13:13 14:24 196:8 safety 12:21 13:4 54:14 61:18,21 62:13 63:6 64:8,12 74:7 194:21 195:3 salary 128:6 129:12 173:5,6 sale 84:23 145:2 206:12 213:7 sales 16:15 81:9 SANCHEZ 111:13,17 112:5,15 113:3,11,16 113:24 114:16,22 115:7 116:11,24	117:10,13 117:19 118:18 119:16 120:5,15 121:25 122:6 123:8 123:14 125:3,10 126:2,7 190:14 192:2,22 193:19 195:21 196:10,14 216:8 217:10,14 220:21 223:10 224:7,11 225:3,17,23 sanitation 217:24 218:5,7 sat 29:2 191:23 satellite 43:11 satisfy 211:22 Saturday 87:8,9 214:10 save 144:22 145:10 saved 77:16 115:18 145:8 saving 194:14 savings 11:3 68:10 74:24 75:12,13 77:4,6 79:23 115:15 116:4,9 117:6,16 saw 40:21 161:7 saying 21:7 30:7 35:4 52:21 74:11 74:12 76:12 77:2 152:16 156:9,18	160:22 197:8 says 85:4 88:25 180:17 scale 35:11 46:5 61:2 scenarios 154:12 scene 45:5 scheduled 109:24 182:24 230:12 scheduling 66:13 Scholar 92:25 93:2 school 5:3,11 5:23 6:2,7 6:16,18,23 7:16,19 8:5 8:11 18:14 19:24 22:10 24:4,5,20 48:4,19 49:12 56:16 56:22,25 57:4 70:13 70:18 73:12 74:5 78:16 78:18,20,25 79:3,7,10 79:23 80:2 80:17,22 84:25 85:12 89:18 90:10 95:11,16 96:19,23 97:5,12,16 97:24 98:4 98:15 99:22 100:2,6 102:3 105:24 106:2,7,9 106:18 111:21 113:20,22 118:3,5 127:3,7 131:4 132:17	133:5,8 136:19 140:10,16 140:23 141:4,18 142:3,6 145:15 148:8,10,14 148:17,25 149:5,8 164:17,19 173:7,9,11 174:4,24 176:4 190:18,21 191:14,21 191:25 192:25 193:3,14,16 school-age 6:6 schools 5:21 6:12 10:13 10:17 12:9 51:11 64:2 90:15 91:14 91:17 99:12 99:15,17,20 106:12 131:9 134:7 136:5 145:12,14 146:13 152:12 175:6 193:6 193:25 194:2,3,3,5 194:6 197:12 score 219:10 scores 92:13 145:20 scratch 84:11 seats 186:9 186:15 second 31:24 33:16 48:15 166:2 175:25 176:23 secondary 143:22 sector 137:22	sectors 137:13 securitization 206:15 207:3,14,20 208:3,8 209:16 210:6 211:6 212:9 securitize 208:12 securitized 210:14 see 19:5 23:21,22 25:18 26:18 27:8,9 32:4 36:23 37:22 44:2 49:11 50:6,24 52:20 53:20 56:4,8 57:8 58:10,12,16 58:18,21,25 59:4,8,17 62:22 65:25 68:25 69:9 71:23 73:8 74:13 75:16 76:9,15,17 76:18 79:18 79:22 80:3 80:13 82:23 83:12,14,17 84:2,3 90:21,23 91:10,15,16 91:18 92:17 93:4 98:20 109:7 115:15,22 115:24 119:7 120:11,16 124:20 125:11,21 126:17 127:4,4,12 127:15 135:7 136:10,18 137:9 138:16
---	---	--	---	--	--	--	---

Committee of the Whole
March 26, 2018

Page 22

139:18	208:9,21	186:11	sign 45:23	skip 105:22	soft 120:10	sounds 34:18	122:15
142:17	209:5	213:20	signed 84:24	slap 220:14	123:17	156:15	167:17
145:17	sent 92:24	shared	168:14	slightly 8:18	sold 184:8	source 39:7	spent 26:21
153:13,21	214:22	190:23	significant	10:8 71:18	187:24	sources 133:9	78:23 91:22
155:12,14	215:3	sharing 79:20	10:18 11:7	slots 11:13,16	234:8	151:16	99:25 105:6
155:15	separate 39:4	shed 131:6	14:18 17:19	12:6 183:20	Solicitor	188:8	121:22
158:22	SEPTA	sheer 178:22	18:18 27:8	183:24,25	110:16	soured 207:3	167:18
159:19,21	223:12	Sheriff 84:23	43:2,13,23	184:4,5	111:2 171:2	space 43:13	split 111:21
160:5,6,16	224:8	213:7	54:22 55:19	slow 8:18	171:8	speaking 86:6	111:24
162:18	225:19	sheriffs 17:2	61:22 63:14	159:21	solutions	87:7 136:2	112:9 218:3
165:21,25	SEPTA's	128:15	86:5 140:19	187:3	130:22	Special 25:11	spoke 90:24
182:8 191:8	222:17	shift 25:8	150:19	slowdown	222:12,21	specific 9:13	94:21
193:5,24	serious 29:9	39:13	155:11,13	151:5	solve 8:9	51:16 72:8	115:13
205:18	seriously 29:6	shifted	169:19	slowed	121:5	72:11,14	spot 132:15
208:20	144:9	116:21	significantly	180:18	somebody	88:20 98:6	150:16
211:5	servants	shifting	69:4 93:25	slower 11:19	27:6 92:8	105:8	spread 145:4
214:20	36:23	203:16	114:12	slowing 55:5	111:6 234:4	138:22	Spring
217:11	service 63:22	shock 77:20	204:18	151:17	somewhat	155:8,17	222:14
218:4,9	87:3 103:3	Shondell	206:18	182:20	53:13	156:23	229:12
220:24	103:17,18	31:13	silver 207:17	Slusser 4:4,14	soon 36:6	157:2,10	squeeze 76:11
221:3,14	103:19,23	shops 34:5	similar 83:4	4:15,18,20	111:9	165:7	Squilla 1:15
222:7	104:12,15	short 110:25	176:2	17:15 40:20	143:15	190:22	158:22,24
229:19	104:20,22	113:5 132:4	simple 25:22	47:21 50:2	147:6	191:7	159:2,24
seeing 82:18	104:24	226:13,21	35:8	56:19 80:15	149:15	194:12	160:12,21
125:19	105:2,4,6	229:17,20	simultaneo...	90:8 92:6	222:11	197:16	161:11,15
138:24	129:20	short-listed	106:4	95:7 131:15	sooner 148:5	218:6,18	161:20
145:24	195:9	233:22	single 122:12	132:24	sorry 31:12	specifically	162:7,18
182:4 212:4	222:13,18	shortage	sir 31:7 35:22	133:11,19	56:14	48:17 67:17	163:9,19,24
seen 92:12,13	services	179:13	36:3 150:6	134:2,19	105:18	100:15	164:3,6,9
93:9 114:6	14:10 15:19	shot 41:13	236:10	135:18,23	141:16	128:19	164:14,19
138:17	75:21 76:18	shoulders	sit 49:8	136:6,24	153:13,13	192:7 220:7	164:24
168:19	79:14 90:12	10:22	116:22	183:15	158:21,21	specificity	SRC 24:5
191:9	135:8	show 21:5	site 214:16	184:15,21	159:2,3	98:21	143:12
226:24	179:11,12	59:5 90:19	227:6	185:19	180:25	specifics	stability 5:17
sees 227:11	188:12	115:17	234:20,24	191:10	187:2 213:2	124:24	7:5 50:14
segregated	189:7	116:10,14	sites 186:20	192:19	232:3	spectrum	50:22,25
104:23	set 15:2 80:25	117:5	186:23	193:11	sort 40:22	35:5	51:10 92:16
selection	81:20,21	118:22	220:23	195:5 196:9	41:2,2,7,19	spend 12:2	98:8 131:23
153:11	96:25	217:17	225:13	233:13	41:22 50:3	33:11,12	stabilization
230:10	109:21	218:12	sitting 69:23	small 34:4,20	50:5 57:20	54:18 62:14	89:18
sell 211:20	179:17	showed 6:4	186:15	34:21 48:3	62:20,22	79:3 91:21	stabilizing
233:16	180:5,11	shown 59:20	situation	79:4,14	63:3 87:22	91:23	90:2
234:2,4	set-up 214:14	132:16	212:11	82:17 83:16	89:5,5 90:9	118:23	stable 18:10
send 182:6	setting 81:2	shows 11:15	221:6,9	83:18,25	90:16,23	119:4,9	staff 4:21
sending 68:16	settled 51:7	12:15 16:4	six 2:13 65:21	104:25	92:20 93:10	122:2	38:5 65:10
105:16	seven 38:13	45:9 116:8	129:8	208:12	131:17	123:16,25	65:18 143:7
sends 52:25	38:19	181:15	144:11,25	smaller 82:12	134:22	124:8,10	178:16
225:10	sewer 233:4	side 24:20	145:23	208:19	137:3 166:7	177:22	179:9
sense 83:10	share 109:11	26:14 80:2	189:24	smart 196:4	171:16	179:19	187:17
97:7 137:12	132:18	161:14,14	six-month	snapshot 36:5	180:13	spending	staffing 7:3
162:15	134:10,14	sidewalks	31:22	snow 109:25	184:7 195:8	3:19 15:21	64:23 66:4
179:8 184:7	143:9,10,10	14:20	size 41:3	snowstorm	sorts 89:2	72:7 73:25	66:9 178:15
207:14	158:6	sift 138:4	sizes 7:2	57:22	sound 201:20	87:9 120:9	179:13

Committee of the Whole
March 26, 2018

Page 23

stage 207:22	137:6	Stitt 2:9 3:14	192:12,23	sum 24:6,18	151:9	take 29:6	173:15
stages 231:9	147:14	4:2	193:2	191:3	168:13	32:15 39:9	176:16
staler 162:2	161:24	stock 18:22	students 5:17	194:16	181:22	39:20 43:18	181:2
stand 171:17	188:7	stop 47:4	12:8 56:15	summary	184:23	46:13 50:18	193:17
236:14	189:11	216:11	56:21 100:4	116:8	185:20	65:9 80:8	217:21
standardized	190:19	stops 213:5	191:25	summer	197:16	82:18 83:17	223:5,24
123:11	192:16	223:14,17	197:18	146:23	213:22	83:20 94:24	talked 18:13
star 183:24	196:3	224:2	study 100:19	sunset 103:10	216:17	107:10,18	22:21 45:3
183:25	198:20	stories 45:8	203:24	sunsets 100:9	218:17	108:7	45:3 54:13
184:3,6	213:14	story 43:21	204:11	supervision	235:5,10	115:25	66:12 74:16
186:23,24	state-run	44:8	stuff 115:10	237:23	surprised	122:12,13	82:25 83:2
186:25	101:22	stranded	123:12	supplement	39:19	128:8	89:17 90:22
187:5,5,13	stated 89:21	40:11	203:4,12,25	134:15	surprising	135:12	111:23
187:13,15	statement	strategic 6:17	204:5	support 4:22	219:13	138:6 144:8	115:20
187:18,20	67:3 89:15	43:20	215:18	13:7 28:3	surrounding	146:8,13,16	117:20
start 22:5	91:12	strategies	222:22	35:9 53:8	92:9	161:9	154:7
29:21 39:14	100:25	46:2 227:24	subject	61:24 70:3	surveillance	175:22	168:12
54:8 56:10	107:5,8	strategy	110:11	93:20 107:9	228:13	189:6 208:6	169:8
82:17 86:23	200:4	17:23 41:10	subjective	107:12,15	suspects 42:9	209:16,17	171:24
87:16	states 95:2	53:9	134:16	121:12	sustain 6:20	209:19,22	173:3
130:20	statewide	Strawberry	submit	146:21	100:16	209:23	174:22
131:3	145:21	214:12	161:22	188:11,12	sweet 150:16	210:25	182:21
197:19,20	175:15,19	street 25:25	submitted 3:4	229:2,6	sworn 12:25	219:11	194:13,14
started 26:19	status 16:3	26:2	39:23	supported	64:19	223:17	196:22
31:16 39:16	170:22	streets 14:14	132:21	206:6	sync 139:24	227:12	206:5
57:18	172:11	14:19,20,22	139:6	supporting	system 6:2,7	taken 29:14	talking 28:8
129:21	204:9 214:3	61:22 62:2	submitting	4:24	7:12,19	89:4 99:5	28:15 32:4
166:4	233:9	62:8 65:23	38:13	supportive	68:4 74:19	106:2	38:20 46:25
186:24	stay 61:6	124:17	subpoena	77:9	77:11 78:16	111:24	54:21 55:3
187:9	122:3	217:7,20	68:17	supports	80:2 89:23	167:24	98:12
211:12	149:21	218:6,25	subpoenas	146:12,13	90:6 93:17	168:6 173:8	101:13
213:2	155:25	220:5	66:19	190:24,24	98:17 99:7	237:6	103:6,8
starting	staying	strength	subsides	supposed	99:8,13	takeover	115:11
84:10 90:19	185:21	10:19 12:25	100:12	28:20 94:8	101:22	131:3	127:24
127:25	steadily 146:7	172:15	substantially	191:5	173:11	takes 65:13	136:3
129:7	steady 165:9	181:20	16:18	Supreme	188:16	65:21	137:22
145:17	stenographic	strengthen	suburbs 43:5	134:6,11		116:19	153:15
148:21	237:6	11:10	success 43:14	sure 32:11	T	193:22,22	167:17,19
state 4:13	step 52:14,23	strong 23:18	successes	46:16 48:5	table 4:9 5:4	talent 41:20	167:22
15:5 48:8	223:12	104:24	92:24 93:3	56:24 59:23	27:14 31:3	43:9 47:8	168:23
50:8 51:5	stepped 51:24	159:19	98:11	61:18 71:14	38:2 42:19	47:11	169:18
51:21 52:15	133:21	181:18	193:15	73:21 75:14	52:22,24	talk 25:9 47:7	170:19
62:4,15,19	134:5	182:5	successful	75:19 79:21	67:7 81:25	52:3 64:21	174:23
62:21	stepping	stronger 23:5	60:15	92:7 96:7	110:20	89:24 91:20	186:7
105:24	52:20	160:15	146:16	105:13	111:24	92:22	194:24
106:3,3,5	steps 89:6	227:16	172:13	110:24	141:12	101:10,15	203:5,22
107:25	173:8	strongly 5:13	sudden	112:21	171:5	102:21	205:6
108:4,7,14	steroids	10:15 83:7	103:21	113:24	185:25	118:20	206:11
131:4,25	40:23	structure	sufficient 8:9	121:18	188:21	120:19	207:23
133:4,8	stewardship	93:20	195:11	122:21	198:10	127:20,21	212:6
134:5,11	144:23	student 6:23	suggesting	123:2,5	205:7	129:16	224:15
136:3,4,4	145:7	190:24	34:18 107:4	137:21	218:22	130:4	talks 45:25
136:23	stigma 53:5	student-wei...	148:7	139:23	233:18	165:20	168:18
					tabs 138:7		

Committee of the Whole
March 26, 2018

Page 24

target 29:16 118:16 206:24 219:17,20 220:9,17,22 targeted 67:24 68:3 221:9 222:15 targeting 190:22 targets 192:8 task 29:16 TAUBENB... 1:16 taught 36:12 tax 8:19,21 9:2,3 10:3 10:25 11:3 11:18,22 16:15 19:17 21:12 40:17 40:18 55:4 55:5,7 61:14,14,15 64:3 71:5 73:23,23 78:2,10,12 81:10 84:21 94:17,19,25 95:18 96:20 96:21 100:9 100:11,17 100:19 102:22,22 102:23,23 103:10,12 103:13,16 104:2,6,7 104:11,12 104:14 105:7 107:19 108:25 109:2,3,18 111:22 112:10 113:14 126:24 137:10 138:17,23 139:11 150:22	151:6,7,10 151:18,20 152:5 162:4 164:12,15 168:17,24 169:18 175:12 176:8 181:10,19 181:21,22 182:21,25 183:8 194:11 202:14 230:15 taxable 216:14 taxes 39:21 39:25 40:7 55:10 70:10 70:16 71:4 73:9,24 77:10,18 93:24,24 94:2 98:19 113:8 126:21 138:16 139:7 150:10,15 154:18 171:12 199:6,16,17 200:2 204:23,24 211:2 216:24 taxing 109:8 taxpayer 10:22 161:2 211:9,9 taxpayers 61:13 100:16 171:11 211:14 teachers 5:18 90:14 teaching 80:3 80:9 team 43:17 214:10 215:12,15	teamwork 40:14 technical 35:9 technicians 13:5 technology 226:22 tell 27:6 30:25 122:2 122:9 183:23 214:23 telling 43:20 117:2 149:23 ten 125:16 200:3,18 ten-year 100:12 125:15 138:22 tend 88:6 tends 88:7 110:10 tenets 8:7 term 69:8 132:4,6 terms 18:17 22:2,25 33:13 41:20 41:21,21 51:22 53:18 58:19 75:16 76:18 79:8 80:18 95:17 98:21 101:11,16 102:19 108:11,12 115:19 144:13 156:7 158:8 181:12,19 183:3,4 186:12 193:13 214:14,18 220:3 228:5 229:2 test 83:10 84:3 145:20 testify 4:3,22	17:9 testimonies 140:12 testimony 3:23 19:18 54:12,13 56:3,9 89:17 183:19 testing 191:24 tests 145:21 thank 3:14 4:7 17:8,13 17:15,15,16 32:21 36:10 36:24 37:4 39:10 47:12 47:15,18,25 49:4 53:23 53:25 54:4 67:11,12 69:12,15,23 85:21,23,25 86:13,14 87:4,8,11 96:15 97:18 97:21 110:8 111:10 126:10,13 129:18 130:7,8,10 130:13 140:5,7 147:6 149:20 150:3,6 158:12,15 164:25 165:2 166:15 177:3,10 182:10,12 182:15,18 186:5 190:8 190:11,14 196:10,17 196:20 197:3 198:2 198:5,25 212:14,16 212:19,19 214:9	215:11,14 215:24,25 216:5,8 219:22 225:23,25 226:3,8,11 228:22 231:10,11 231:13,16 235:9,9 236:3,5,7 236:10,18 thankful 28:3 thanking 86:25 thanks 69:12 150:6 183:21 197:24 theirs 224:17 theme 77:19 they'd 184:2 thing 17:19 19:12 23:20 23:21 37:2 73:2,5,8,12 76:3 88:13 90:15 93:12 99:4,18 123:22 125:16 127:17 135:15,17 141:16 166:8 178:13 185:17 229:14 things 19:13 32:22 41:22 42:23 48:3 71:17,25 89:2,14 99:10 101:2 101:6 102:10,20 118:19,21 121:11 135:11 138:6,20 142:19 144:2 151:2 154:7 159:8	168:12 171:16 178:11 197:11 211:11 216:21 217:4 221:12 227:4 think 7:10 17:23 19:4 19:11 20:24 22:5 27:23 27:24 29:25 30:6,9,14 30:16 33:25 34:8 39:24 40:14,20,25 44:5,14 46:7 47:3 50:15 51:23 52:9 53:10 57:2 58:15 59:19,22 60:16,18 61:5,20 64:14 65:5 66:7 67:8 71:22 74:25 75:9 76:11 76:15 77:7 77:10,12,15 79:5,7,11 79:17 82:7 82:9 83:15 83:18,20,21 83:23,24 84:5,12 85:15,18,19 88:19,22 89:9,10 91:23 92:15 92:18 93:6 93:11,15 95:25 99:18 101:8 107:4 109:6,20,21 109:24,25 112:11,18 113:9,18,19 114:10 115:23 116:12,18	116:25 117:2,4,14 124:4 125:12,24 130:19 131:10,15 131:23 132:12,22 133:15,16 134:19,21 135:12,18 136:24 138:12 140:8 141:23 146:24 147:3 152:11,13 165:14,19 165:22,23 165:25 167:13,14 168:2 169:10 172:9,14,20 173:2,12 174:21 175:21 176:4 177:15 178:21 180:5,8,12 180:22 181:5,13,15 182:6 185:12,14 185:17 186:6,11 187:25 191:10 192:10 193:2,11,15 193:19 194:7,8 195:11,17 195:21 196:6 199:12 200:20 202:3,9 204:25 205:13,16 205:23	206:11 207:8,18 208:17 210:12 211:24 213:12,12 217:19 224:22 228:9,16 229:11,15 230:8 thinking 90:2 167:5,14 thinks 129:14 third 142:2 145:19 175:25 thoroughly 138:4 thought 26:19 30:5 124:5 129:11 204:3 thousands 12:7 threat 60:17 three 11:14 22:23 44:21 45:12 88:4 125:7 165:23 183:23 184:3,19 186:23 187:15,18 187:20 202:24 206:9 210:11 221:6 231:20,21 232:3 three-word 182:11 threshold 154:19 155:19 156:7,15 157:18 throw 157:2 157:16 Thursday
---	--	--	--	---	--	---	---

Committee of the Whole
March 26, 2018

Page 25

110:12	times 82:24	totals 94:15	try 47:3 76:6	202:20	26:13	114:5,7,11	230:21
143:2 145:2	179:9	162:14	83:25	203:24	understand...	179:14	venture 174:3
146:15	timing 32:23	touch 138:19	100:23	204:21	59:24 96:4	212:10	versus 91:21
tied 221:4	tips 46:5	tough 10:11	122:21	206:9,19	97:9 108:11	234:11	111:22
ties 172:19	tires 220:4	79:10	124:2 142:8	208:22	108:12	users 14:22	123:17,17
tightly 15:22	titles 2:10	Township	161:9	216:10	131:19,21	uses 37:17	123:18
time 36:20	TOD 234:23	92:4	162:14	230:4	understood	usual 42:9	172:22,23
38:24 41:2	today 3:15,23	track 24:15	169:4,10	twofold	30:9 41:12	usually 23:22	viaduct
42:17,17	4:22 17:10	148:22	177:7 178:8	112:12	50:4 104:18	149:9	222:17
50:18 64:23	36:24 57:24	232:8	220:12,19	type 41:9,10	125:9 132:4	utilize 62:10	video 228:13
65:9,13	110:16	tracks 222:25	222:3,6,20	51:4 53:8	140:3	utilized 193:8	view 72:16
76:2 92:23	165:14	trade-off 74:8	225:13	55:8 56:5	161:12		102:13
103:4,4,21	196:24	88:17	226:25	90:15	166:9	V	162:13
105:23	212:22	112:25	228:6	128:18	176:10	vacant	vigilant
108:23	220:4	203:19	trying 32:15	168:19	224:10	201:18	229:18
110:5,18	told 111:6	traffic 14:15	45:2 63:18	171:21	225:2,22	209:11,23	Villanova
122:10,13	142:15	traffic-calm...	100:10	176:2,12	unfortunat...	vague 98:14	199:4
122:23	151:19	14:21	124:11	223:2	25:9 222:23	valuable 87:6	210:23
123:6	159:6	train 65:14	133:2 146:7	227:10	223:6	value 9:22	211:18
130:16	183:25	training 13:4	167:8,10,12	types 42:2	unintended	11:4 21:2	violence 13:6
131:23	185:13	transcript	176:13,22	200:24	46:2 138:21	82:23 83:8	25:11,12
135:4,13	210:15	237:8,21	178:12	U	139:25	85:6 96:5	27:4 28:19
137:15	tomorrow	transfer 10:3	186:9	U&O 114:15	union 16:21	139:11	30:10,12
139:22	38:14 56:8	26:25 28:9	195:13	114:25	128:9	155:2,3	31:14,19
140:13	118:20	28:10 33:5	205:24	142:19	179:22	156:19	34:13 38:11
144:10	119:7	55:6 61:14	220:8	ultimately	232:11	199:8	38:18,23
147:18	120:19	94:25 95:18	226:25	148:11	unions	234:12,24	violent 93:19
149:3	125:4	151:6	229:22	unanticipat...	127:19	valued 139:9	vision 14:15
153:19,20	141:24	164:12,15	Tuesday	178:20	unit 136:22	values 96:3	56:4 91:18
162:2,3	196:24	translated	236:15	uncertainty	universe	158:7	visitors 14:18
167:17,19	tool 117:16	184:3	turn 91:4	18:14	30:15,16	159:10,18	volume
172:8 177:6	212:6,10	transparency	180:25	underlying	up-zoning	159:19,23	178:22
177:20	tools 211:12	99:9 116:25	228:14	142:17	234:21	160:6 161:7	voted 194:11
182:11	212:2	TransPasses	turned	underserved	updated 24:7	162:21	vulnerable
190:20	top 135:11	194:14	101:17	99:12	24:13	166:6 172:3	13:13
194:11	220:22	trash 218:10	turning 92:20	understand	updating	190:23	W
200:15	total 8:16	222:23	93:4,13	10:10 52:16	20:13	Vanguard	wage 8:19
204:17	23:14 70:3	223:18	tweaks	64:7 75:7	145:15	43:6	39:25 55:5
206:16	94:19 133:5	225:5,7,20	214:18	76:25 77:12	upgrade	varies 178:24	61:15 73:23
207:15	142:10	treatment	two 11:12	77:14,22	144:25	179:15	94:17 100:9
212:7	144:16	14:4	32:6 55:12	97:13 99:18	upgraded	variety	103:13,16
214:25	164:15	tremendous	61:11 64:5	104:8	175:3	155:16	137:10
221:19,19	177:21	229:5	93:10 96:25	108:19,20	uptick 18:20	various	138:17
228:12	189:8	trend 6:7	112:25	109:6	urban 79:6,9	153:22	151:5,18
236:12,16	201:11	trial 66:22	118:9 125:7	116:21	144:18	195:15	152:5 181:9
timeline	209:17	tried 30:14	128:13	129:19	Uri 97:11	vary 9:11	181:19,21
28:25 33:7	235:14,19	63:9 197:19	141:5 170:4	142:4 152:2	101:9	190:5	182:21,25
33:13 122:3	totaled 180:3	trigger 87:21	183:24	157:15	113:25	vast 102:24	183:8
124:14	totalling	trillion 55:18	184:6	173:16	142:5	vehicles	wages 104:2
176:12	199:7	trouble 99:7	186:25	178:12,13	use 41:8	121:7	181:24
timelines	totally 51:25	true 237:7	187:6,13	214:17	51:12 65:20	vendor	wait 126:8
122:4 124:4	126:22	Trump 114:3	193:22	228:10	76:14 98:22	153:12	147:11
124:23	208:9	trust 208:13	197:5	understand...	113:6,14	230:10,11	waiting
						230:19,19	

Committee of the Whole
March 26, 2018

Page 26

128:23	131:18	199:10	85:18 90:9	207:23	110:3	37:25,25	227:21
233:8	159:9	221:18	92:9 93:23	211:15,25	113:21	42:18,18	229:21
want 19:4	166:17	226:18	94:4,5,10	212:4 219:5	128:13,14	67:6,6	worked
25:8,9 29:7	174:18	228:5	96:4,22	219:12,15	170:4,9,11	81:24,24	174:16
29:21 30:25	184:23	229:16	98:18	220:2,4,8	week's 6:3	110:19,19	196:23
35:2,14,17	188:8	235:4,6	100:10,12	220:10	weeks 22:23	141:11,11	197:9
36:24 37:5	190:16	ways 44:16	103:2,6,7	221:7	170:4	171:4,4	workers
39:12 40:5	194:21	76:7 118:9	109:14	222:19	welcome	185:24	104:3 128:2
48:2,23	199:9	223:5	115:2,3	223:11,22	25:21 69:18	188:20,20	129:6,10,20
49:15 51:21	211:20,21	we'll 12:10	116:12	223:23	215:14	198:9,9	workforce
59:23 69:7	212:8	17:24 22:12	117:2,3,16	224:19	216:3	218:21,21	17:23 18:19
69:21,22	226:10,11	53:22 57:3	117:25	228:8	went 40:13	233:17	19:6
70:7 71:10	227:7 230:6	82:4 111:4	118:22	230:23	41:6,11	witnessed	working 14:3
86:4 87:7	wanting	113:19,22	120:7	233:7	71:15 72:16	14:8	17:6 22:16
93:17,18	43:10	115:14	121:24	we've 7:21	104:21	Witnesses 4:8	46:15 77:23
107:8	wants 70:4	125:4	123:2,5,19	19:4 43:13	105:2,25	185:24	78:4 85:16
108:19	Washington	142:24,24	123:23	58:16,24	117:22	233:17	86:3 113:25
110:22	44:16,18	143:4,5,8	124:4,11,12	64:14 71:16	153:10	witnessing	129:3 174:9
116:14	wasn't 44:17	144:5 148:6	127:2,7,11	71:18 72:4	166:6	215:2	175:23,24
121:18	45:24 50:19	148:20	128:23	72:6,6	weren't 34:22	wondering	197:13
125:5	104:10	149:16,18	131:12	74:16 76:16	73:14	26:16 89:24	215:12
126:20	151:10	154:17	133:16	80:25 82:21	125:18	91:20	222:19
127:12,14	207:16	160:18,19	135:6 136:3	93:9 97:10	148:7 159:8	182:25	223:23
139:23	Waste 223:21	169:4,24	138:24	99:6 111:23	Wertheimer	word 32:14	224:5,19
143:6,11,14	228:24	176:16,17	145:24	117:7	38:4,5,10	226:19	225:11
143:19	wastes 52:18	192:20	146:6 147:2	121:22	38:21	words 231:20	228:9,17
145:25	watch 198:12	213:21,25	147:3 149:6	125:18	whichever	231:22	234:15,25
147:10	water 85:2	227:12	151:5,23	127:18	85:7	232:4	235:4
148:16	232:18,24	231:8 232:2	152:3	128:22	wide 155:10	work 6:24	works 146:4
149:21	233:4	232:12	154:13	146:16	155:16	33:13 34:6	218:5
155:25	235:13	we're 16:14	159:13	168:12	William 1:12	34:13 36:7	world 72:25
184:17	way 12:18	20:12 25:4	160:2,7,20	169:19	172:22,23	38:22 51:22	73:5 151:20
185:11,19	39:21 43:2	28:11 29:9	160:22	186:13	Williams	62:19 69:7	worried
190:19	44:4 46:16	29:13,16,18	163:14	190:20,21	218:23,25	78:24 84:12	134:10
191:7,11	50:21 72:21	29:25 30:24	165:13	191:7,9	221:24	85:18 87:5	worrying
193:16	72:22 74:22	32:3,15	167:16,21	194:12	223:20	87:12	134:8
194:7 196:2	75:10 78:20	42:6 43:6	169:3	205:16,21	224:9,25	113:19,22	worse 98:17
197:14,16	104:23	43:10 44:23	173:24	207:5,6	225:15,21	120:23	101:2
214:9,23	112:14,16	45:15,18	176:6 177:8	212:2,5	227:3	122:25	worst 151:20
215:11	112:17	49:6,21	177:16	213:22	229:24	124:20,24	worth 6:21
216:17,25	114:7 117:3	51:13,25	179:10	218:19	willing 68:25	129:2,8,25	wouldn't 81:3
220:23	120:11	52:22 54:21	181:18	219:6,13	win 44:6	130:2 132:7	108:2
221:5	129:9	55:3,9	182:4 185:6	222:15	windfall	137:19	204:11
223:14	130:22	61:12 64:11	192:23	228:16	103:22	143:20	wound
225:6	132:9	64:18 65:12	193:12	229:5	112:6 113:6	161:21	150:25
228:22	133:22	65:24,25	194:24	231:24	114:3,17	173:9 174:7	Wow 147:25
233:25	144:22	67:15 71:14	195:12	Wednesday	windfalls	176:13	wrist 220:15
wanted 25:19	146:4 160:4	72:19 74:12	197:21	57:24 58:2	114:7	178:10	write 45:8
71:13 73:21	160:23	74:16 75:14	199:17	weeds 145:3	wise 60:18	181:5 186:8	200:2
87:17 89:13	161:21	76:19 78:6	203:21	week 8:3 49:9	wisely 144:14	189:3	written 200:9
94:8,11	167:5 169:9	78:13 79:17	205:20	52:5 55:17	witness 4:8	197:13,22	wrong 45:4
96:7 112:18	169:12	79:22 80:16	206:4,18	57:16,17	27:13,13	218:20	148:2
113:4	174:10	84:10,18	207:2,3,10	60:10 110:3	31:2,2	225:14	
							X

Committee of the Whole
March 26, 2018

Page 27

Y	59:12,16,21	206:17	yesterday	157:4,8	70:17	100:1 101:1	206:1 207:1
y'all 53:5	62:25 63:2	207:12	44:8	159:12	132:16	102:1 103:1	208:1 209:1
Yard 42:10	63:2,14	211:13	York 206:12	160:13,16	177:21	104:1 105:1	210:1 211:1
yards 26:23	66:3 69:25	213:14	young 13:8	163:25	18.6 145:8	106:1 107:1	212:1 213:1
33:12	71:5 74:18	217:5 219:4	17:21	165:9	180162 1:18	108:1 109:1	214:1 215:1
yeah 18:7,9	81:4 82:8	222:14	youngest	166:20	2:1,7,11 3:1	110:1 111:1	216:1 217:1
88:2 90:8	93:2 96:24	223:8	12:17	110 200:23	4:1 5:1 6:1	112:1 113:1	218:1 219:1
92:6 102:17	97:9 100:9	229:15		201:5	7:1 8:1 9:1	114:1 115:1	220:1 221:1
102:18	100:11,17	230:9,15,16	Z	12 12:9 70:15	10:1 11:1	116:1 117:1	222:1 223:1
107:12,16	100:17	230:18	zero 14:15	70:17,23	12:1 13:1	118:1 119:1	224:1 225:1
111:16	106:12	231:6,8	56:4 165:9	71:4,5	14:1 15:1	120:1 121:1	226:1 227:1
115:5,23	108:21	233:20	223:21	72:16	16:1 17:1	122:1 123:1	228:1 229:1
122:5	114:12,15	year's 15:6	228:24	12,000 91:24	18:1 19:1	124:1 125:1	230:1 231:1
129:16	114:20	54:15,17,19	zero-based	12.20 129:13	20:1 21:1	126:1 127:1	232:1 233:1
131:15	118:20,22	163:12	74:18 82:7	12:00 97:15	22:1 23:1	128:1 129:1	234:1 235:1
133:10,19	118:22,24	years 2:13,25	82:10,19	120,000	24:1 25:1	130:1 131:1	236:1
135:23	119:2,17	6:10 8:17	83:3,13	157:6	26:1 27:1	132:1 133:1	180163 1:18
136:6	120:3	9:5 11:12	115:12	125 145:5	28:1 29:1	134:1 135:1	2:7,15
137:19,25	121:10	16:23 45:12	zoning	128,000	30:1 31:1	136:1 137:1	180164 1:18
143:19	128:11,12	45:13 55:24	234:17	10:24 155:3	32:1 33:1	138:1 139:1	2:8,17
147:22	129:8	60:8,24		12th 80:5,9	34:1 35:1	140:1 141:1	180185 1:18
150:2,23	130:17	64:5 65:8	0	13 16:22 30:2	36:1 37:1	142:1 143:1	2:8,20
158:5 160:9	136:12	66:7 70:20		30:20 31:20	38:1 39:1	144:1 145:1	19 58:7 62:7
168:25	137:2,6,8	71:21 77:5	1	232:9	40:1 41:1	146:1 147:1	199:6
169:23	137:11	79:11 80:8	1 14:6	130 152:4	42:1 43:1	148:1 149:1	210:24
170:12	138:18	83:20 93:10	1.3 55:17	131 14:16	44:1 45:1	150:1 151:1	19,000
172:6	141:5	95:15	144:20	14 95:14	46:1 47:1	152:1 153:1	210:13
175:13	142:25	101:13	1.39 20:17	142:12	48:1 49:1	154:1 155:1	1992 3:10
183:7	144:19	102:14	1.45 202:13	14,500,000	50:1 51:1	156:1 157:1	1st 4:25 5:10
184:15,21	145:5,20	106:20	1:50 236:20	202:17	52:1 53:1	158:1 159:1	
185:19	146:5	111:23	10 162:23	15 16:8 63:13	54:1 55:1	160:1 161:1	2
191:10	147:18,25	124:8 125:7	188:17	162:23	56:1 57:1	162:1 163:1	2 13:16 163:6
196:9 201:9	153:6 159:7	125:16	10,000 91:23	15,000	58:1 59:1	164:1 165:1	166:7
202:18	159:13,14	132:20	167:21	167:22	60:1 61:1	166:1 167:1	170:19
211:3 230:8	159:15	133:22	10.8 120:13	150 146:22	62:1 63:1	168:1 169:1	2,700 11:13
231:21	160:3,7,13	142:13	10:00 236:15	203:2	64:1 65:1	170:1 171:1	183:20
233:12	160:14,17	144:12,25	10:25 1:7	1563-A 3:11	66:1 67:1	172:1 173:1	20 12:11
year 2:19,23	160:24	145:23	100 8:16	158.9 178:5	68:1 69:1	174:1 175:1	73:18 80:8
3:3,24 4:23	161:3	154:24	73:19 80:12	16 70:11,17	70:1 71:1	176:1 177:1	103:5,8
5:10,23	162:21,23	156:19	94:17 115:3	101:13	72:1 73:1	178:1 179:1	114:8,23,25
11:8,15	163:2,7,13	163:3	144:22	106:20	74:1 75:1	180:1 181:1	153:6
12:20 14:12	165:7 172:3	165:23	205:14	178:5	76:1 77:1	182:1 183:1	200 203:2
15:22 19:21	172:5	169:20	220:22	201:13	78:1 79:1	184:1 185:1	2011 132:15
20:9,10	177:13	183:10	235:5	16,000 209:9	80:1 81:1	186:1 187:1	2016 72:6
25:10 32:17	178:3 181:2	193:22,23	100,000 46:5	169 177:24	82:1 83:1	188:1 189:1	231:19,23
33:3,7	181:13,18	199:6,13	11 9:10 19:19	169.4 177:22	84:1 85:1	190:1 191:1	2017 70:11
37:14 44:2	181:19	200:3,18	20:2,5,20	177:25	86:1 87:1	192:1 193:1	180:18
44:3 45:12	182:5,8	202:25	21:2 48:22	17 70:17	88:1 89:1	194:1 195:1	186:22
49:13,24	193:23	203:24	48:25 72:18	187:5	90:1 91:1	196:1 197:1	2018 1:7 3:3
50:8,10	202:21,25	206:19	108:21	17,000 17:3	92:1 93:1	198:1 199:1	177:13,14
55:13,24	203:9,13,14	210:24	112:6 113:7	170 232:17	94:1 95:1	200:1 201:1	207:13
56:17 58:14	203:14	212:4 221:6	154:20	170.8 178:6	96:1 97:1	202:1 203:1	2019 2:13,16
58:17 59:11	205:10,19	230:4 232:9	155:15,20	18 58:7 62:24	98:1 99:1	204:1 205:1	2:19,25
			156:24				3:19,21

Committee of the Whole
March 26, 2018

Page 28

230:13	3.8 81:7,22	103:1 104:1	209:1 210:1	4.4 54:19	60/40 111:23
2023 2:25	3.84 183:9	105:1 106:1	211:1 212:1	4.61 54:20	64 70:21 71:3
103:20	3.89 183:9	107:1 108:1	213:1 214:1	4.69 54:21	651 70:15
2024 2:13	3/26/18 2:1	109:1 110:1	215:1 216:1	40 106:11	67,000
3:22	3:1 4:1 5:1	111:1 112:1	217:1 218:1	400 1:6 70:19	201:12
21 230:15	6:1 7:1 8:1	113:1 114:1	219:1 220:1	132:18	209:8
22 186:22	9:1 10:1	115:1 116:1	221:1 222:1	236:17	
187:10	11:1 12:1	117:1 118:1	223:1 224:1	400,000	<u>7</u>
220,000	13:1 14:1	119:1 120:1	225:1 226:1	139:4,10	7 129:25
168:3	15:1 16:1	121:1 122:1	227:1 228:1	154:19	7.20 127:24
225 15:2	17:1 18:1	123:1 124:1	229:1 230:1	155:19	129:7
55:16	19:1 20:1	125:1 126:1	231:1 232:1	156:3,17,18	70 168:9
179:22	21:1 22:1	127:1 128:1	233:1 234:1	157:17,21	72 145:7
180:5	23:1 24:1	129:1 130:1	235:1 236:1	42 202:24	75 201:25
23 80:23	25:1 26:1	131:1 132:1	30 25:17	43 202:24	204:4
24 80:24 81:3	27:1 28:1	133:1 134:1	29:25	45 16:5 70:12	
103:22	29:1 30:1	135:1 136:1	30,000 9:22	70:14 95:24	<u>8</u>
25 163:22,25	31:1 32:1	137:1 138:1	95:24	45,000 9:22	8 159:14
201:8,13	33:1 34:1	139:1 140:1	109:15	109:15	8.50 129:9
25-plus 189:3	35:1 36:1	141:1 142:1	149:17	139:5	80 16:22
25,000 46:8	37:1 38:1	143:1 144:1	224:13	46th 233:9	70:19 232:7
26 1:7	39:1 40:1	145:1 146:1	300 103:7	47 39:24	83 37:13
261,204,322	41:1 42:1	147:1 148:1	137:11	128:21	84 99:19
235:21	43:1 44:1	149:1 150:1	138:18	129:2	86 186:20
27th 236:15	45:1 46:1	151:1 152:1	31 57:5 58:4	499 42:13	187:7,8
282 55:14	47:1 48:1	153:1 154:1	58:7 195:2		88 183:11,13
60:7	49:1 50:1	155:1 156:1	311 227:8	<u>5</u>	
29 202:21	51:1 52:1	157:1 158:1	229:19	5 101:23	<u>9</u>
290 16:16	53:1 54:1	159:1 160:1	33 16:24 46:7	145:19	9 155:4 188:7
204:3	55:1 56:1	161:1 162:1	128:9 199:4	146:18	90 204:4
293,000	57:1 58:1	163:1 164:1	210:23	162:23	900 8:14
199:7	59:1 60:1	165:1 166:1	33.4 173:6	191:16	73:14 97:25
294 204:3	61:1 62:1	167:1 168:1	340 8:20	5,500 11:17	132:19
	63:1 64:1	169:1 170:1	94:16	5.6 173:5	905 173:18
<u>3</u>	65:1 66:1	171:1 172:1	35 101:24	50,000 46:3	915 94:23
3 3:10 54:12	67:1 68:1	173:1 174:1	350 100:11	500 42:13	95.5 202:8,10
55:20	69:1 70:1	175:1 176:1	37.8 15:13	51,000	203:8
144:15	71:1 72:1	177:1 178:1	38 77:5	201:15	205:18
146:17,19	73:1 74:1	179:1 180:1	39 186:24	209:10	207:10
160:10	75:1 76:1	181:1 182:1	187:9	530 9:4 94:18	966 9:6 94:21
162:22	77:1 78:1	183:1 184:1	394 200:16	54 133:5,7	95:13 98:5
163:7	79:1 80:1	185:1 186:1	201:6 204:2	55 70:13	98:7
165:24	81:1 82:1	187:1 188:1	396,625,891	586 70:12	970 94:19
166:5	83:1 84:1	189:1 190:1	235:20		98 206:25
183:20	85:1 86:1	191:1 192:1	<u>4</u>	<u>6</u>	207:16
190:24	87:1 88:1	193:1 194:1	4	6 8:22 20:25	980 94:22
194:15	89:1 90:1	195:1 196:1	4 55:4 56:3	40:10 72:20	95:12
3.0 6:19 7:9	91:1 92:1	197:1 198:1	146:18	150:21	
90:18	93:1 94:1	199:1 200:1	150:21	6,525 13:2	
3.1 10:4	95:1 96:1	201:1 202:1	165:24	60 26:12,17	
3.3 55:21	97:1 98:1	203:1 204:1	191:16	26:21 28:16	
3.413 10:3	99:1 100:1	205:1 206:1	4.1 8:22	29:23 30:5	
3.7 183:17	101:1 102:1	207:1 208:1	72:19	31:17	
199:7			4.3 54:18	128:16	