

COUNCIL OF THE CITY OF PHILADELPHIA  
COMMITTEE OF THE WHOLE

Room 400, City Hall  
Philadelphia, Pennsylvania  
Tuesday, April 14, 2015  
10:35 a.m.

PRESENT:

COUNCIL PRESIDENT DARRELL L. CLARKE  
COUNCILWOMAN JANNIE BLACKWELL  
COUNCILMAN W. WILSON GOODE, JR.  
COUNCILMAN WILLIAM K. GREENLEE  
COUNCILMAN BOBBY HENON  
COUNCILMAN CURTIS JONES, JR.  
COUNCILMAN ED NEILSON  
COUNCILMAN DENNIS O'BRIEN  
COUNCILMAN DAVID OH  
COUNCILMAN BRIAN J. O'NEILL  
COUNCILWOMAN MARIA D. QUINONES-SANCHEZ  
COUNCILMAN MARK SQUILLA  
COUNCILWOMAN MARIAN B. TASCO

BILLS 150162, 150163, and 150164  
RESOLUTION 150179

- - -

1  
2 COUNCIL PRESIDENT CLARKE: Good  
3 morning. Good morning, everyone. This  
4 is the public hearing on the Committee of  
5 the Whole regarding Bills No. 150162,  
6 150163, 150164, and Resolution No.  
7 150179.

8 Ms. Lewis, please read the  
9 titles of the bills and resolution.

10 MS. LEWIS: Bill No. 150162, an  
11 ordinance to adopt a Capital Program for  
12 the six Fiscal Years 2016 through 2021  
13 inclusive.

14 Bill No. 150163, an ordinance  
15 to adopt a Fiscal 2016 Capital Budget.

16 Bill No. 150164, an ordinance  
17 adopting the Operating Budget for Fiscal  
18 Year 2016.

19 And Resolution 150179,  
20 providing for the approval by the Council  
21 of the City of Philadelphia of a Revised  
22 Five Year Financial Plan for the City of  
23 Philadelphia covering Fiscal Years 2016  
24 through 2020, and incorporating proposed  
25 changes with respect to Fiscal Year 2015,

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 which is to be submitted by the Mayor to  
3 the Pennsylvania Intergovernmental  
4 Cooperation Authority (the "Authority")  
5 pursuant to the Intergovernmental  
6 Cooperation Agreement, authorized by an  
7 ordinance of this Council approved by the  
8 Mayor on January 3rd, 1992 (Bill No.  
9 1563-A), by and between the City and the  
10 Authority.

11 COUNCIL PRESIDENT CLARKE:

12 Thank you. Today we continue the public  
13 hearing of the Committee of the Whole to  
14 consider various bills read by the Clerk  
15 that constitute proposed operating and  
16 capital spending measures for Fiscal  
17 2016, a Capital Program and a  
18 forward-looking Capital Plan for Fiscal  
19 2016 through Fiscal 2021.

20 I'd ask that the Administration  
21 please come forward.

22 (Witnesses approached witness  
23 table.)

24 COUNCIL PRESIDENT CLARKE: And  
25 for the record, today we will have the

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 City Representative, Commerce and OEO,  
3 OIT, and Planning Commission will testify  
4 today.

5 MS. BELL: Good morning,  
6 President Clarke --

7 COUNCIL PRESIDENT CLARKE: Good  
8 morning. How are you?

9 MS. BELL: -- and members of  
10 the City Council. I'm joined this  
11 morning with my two deputies, Elka Battle  
12 Murillo, recently married, and Margaret  
13 Hughes. I'm City Representative Desiree  
14 Peterkin Bell and I'm pleased to appear  
15 on behalf of the Office of the City  
16 Representative's FY16 operating budget  
17 request of \$1,333,931. This number  
18 represents an increase of \$45,080  
19 attributed to the 1.1 salary increase  
20 provided through the City labor agreement  
21 signed in FY15.

22 The Office of the City  
23 Representative maintains a diverse  
24 workforce and was one of four City  
25 departments profiled as departments

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 making a difference in the Fiscal 2014  
3 annual report released by the Mayor's  
4 Office of Economic Opportunity.

5 COUNCIL PRESIDENT CLARKE:  
6 Great.

7 MS. BELL: The OCR has exceeded  
8 the Administration's FY15 goal of 30  
9 percent for M/W/DSBE participation with  
10 an average participation rate of 47  
11 percent.

12 The OCR-produced Wawa Welcome  
13 America Festival reports an FY15  
14 participation rate of 48 percent and the  
15 Gore-Tex Philadelphia Marathon accounts  
16 for a total of 44 percent in M/W/DSBE  
17 contracting. We will work to increase  
18 the participation rates even more going  
19 forward.

20 OCR produces and markets City  
21 events such as Wawa Welcome America and  
22 the Gore-Tex Philadelphia Marathon that  
23 attracts millions of visitors to  
24 Philadelphia each year. These events  
25 were a major factor influencing the

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           International Festival and Events  
3           Association designation of Philadelphia  
4           as a 2014 World Festival and Event City  
5           for Excellence in Event Management.

6                     The OCR works with external  
7           marketing agencies and internal City  
8           departments to create and promote events  
9           that attract businesses, visitors, and  
10          new residents. The OCR's program, The  
11          Philadelphia Collection, works to make  
12          every neighborhood a community of choice,  
13          showcasing fashion design and promoting  
14          retail throughout Philadelphia. Since  
15          TPC's inception in 2010, the program has  
16          earned editorial media worth of 1.2  
17          million in ad value and 3.8 million in  
18          publicity value. The TPC's effort  
19          contributed in part to Conde Nast  
20          Traveler naming Philadelphia for the  
21          first time the number two shopping  
22          destination in the world in January 2015.

23                     The OCR works to enhance the  
24          quality of life for our citizens with  
25          local programming such as the Mayor's

1           4/14/15 - WHOLE - BILL 150162, etc.  
2       annual holiday tree lighting, which  
3       returned to City Hall this past December.  
4       A lineup of young community-based  
5       performers appeared on stage alongside  
6       international Grammy Award winner  
7       Estelle. Broadcast partner 6ABC carried  
8       the program live for the first time in  
9       history of the event, reaching a regional  
10      audience of nearly half a million  
11      viewers. We are very excited to announce  
12      that PVI 6ABC will renew its broadcast  
13      partnership for the 2015 Mayor's holiday  
14      tree lighting.

15               The OCR was instrumental in  
16      securing the City's bid to host the DNC  
17      in 2016, which is expected to draw  
18      intensive national and international  
19      media and place Philadelphia once again  
20      on the world stage as the next possible  
21      President of the United States is  
22      nominated.

23               Other OCR-supported events that  
24      have recently placed Philadelphia in a  
25      national spotlight include October 2014

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 inaugural edition of Forbes Under 30  
3 Summit. The 2015 Under 30 Summit is  
4 expected again to be the largest  
5 gathering of vanguard millennials in the  
6 world, joining millennials from  
7 significant countries.

8 The 2015 Forbes Summit  
9 introduces enhanced programming to  
10 involve 100 highly successful conference  
11 participants and presentations to engage  
12 and motivate students within Philadelphia  
13 public schools on an entrepreneurial  
14 path, a highly valuable investment in the  
15 future of our children.

16 The OCR was instrumental in the  
17 editorial development of a Forbes  
18 Magazine Philadelphia supplement with an  
19 advertising value of \$900,000 that  
20 generated 6.7 million impressions --  
21 that's eyeballs -- among Forbes readers.

22 The OCR is also pleased to  
23 announce that in January of this year,  
24 the industry leader competitor.com named  
25 Gore-Tex Philadelphia Marathon the best

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 marathon in the Mid-Atlantic region as  
3 polled by its readers. The marathon is  
4 focused on closing the income gap in  
5 Philadelphia by employing Philadelphia  
6 residents and deploying the volunteer  
7 workforce of the City's RISE initiative  
8 through marathon weekend. This past  
9 November, the marathon sold out its  
10 entire hotel room block and brought  
11 increased business in Philadelphia  
12 restaurants with its Dine Around series.  
13 This revenue boost adds to the  
14 hospitality industry's ability to  
15 increase job creation for low- to  
16 mid-level income residents who may work  
17 or be looking to work in the hospitality  
18 industry.

19 The Philadelphia hospitality  
20 industry employs approximately 63,000  
21 Philadelphia residents, about 10 percent  
22 of the City's total population in the  
23 industry, and continues to lead growth  
24 potential, second only to health care and  
25 education.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 The OCR looks forward to  
3 welcoming everyone to Wawa Welcome  
4 America June 27th through July 4th, 2015.  
5 Last year, Vice President Joe Biden  
6 joined our Celebration of Freedom  
7 ceremony on July 4th. This year the  
8 Celebration of Freedom joins the Mayor's  
9 Office of Multicultural Affairs, the  
10 Office of LGBT Affairs to salute landmark  
11 events in the history of the American  
12 Civil Rights Movement, including the 50th  
13 anniversary of the protest marches in  
14 Selma, the passage of the Voting Rights  
15 Act of 1965, and the LGBT civil rights  
16 movement launch at Independence Hall on  
17 July 4th, 1965. The program will also  
18 include a naturalization ceremony to  
19 welcome some of America's and  
20 Philadelphia's newest citizens.

21 In the next few weeks, we'll  
22 announce the lineup of our talent of  
23 Philly 4th of July Jam as well as Wawa  
24 Welcome America events taking place  
25 throughout the City. We look forward to

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 providing that breaking information to  
3 Council. Wawa Welcome America invests in  
4 our children through its popular Go 4th  
5 and Learn reading education series hosted  
6 by cultural institutions and parks  
7 throughout the City and showcases City  
8 neighborhoods as community of choice by  
9 working with the City of Philadelphia's  
10 Mural Arts Program on Community Paint  
11 Day. We invite Council, please, to  
12 contact OCR with any suggestions on how  
13 their communities might participate in  
14 Wawa Welcome America events this summer,  
15 as well as to ask you to encourage your  
16 residents from your district to contact  
17 us for exciting career opportunities. We  
18 need all the volunteers we can get. So  
19 that e-mail is  
20 information@wawawelcomeamerica.com.

21 These are just a few highlights  
22 from the OCR's published testimony.  
23 Thank you for the opportunity to present  
24 this testimony in person today, and I  
25 welcome any questions and comments from

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 Council.

3 COUNCIL PRESIDENT CLARKE:

4 Thank you very much for your testimony.  
5 I had a couple of questions, and to some  
6 degree you've preempted some of our  
7 questions. You see these boards behind  
8 us. We talk about them every -- I guess  
9 people have been saying that Clarke is  
10 going to have those boards down there.  
11 So you did reference some of the key  
12 things. You talked about every  
13 neighborhood a community of choice.  
14 That's very important, and I'm happy to  
15 see that you have not only referenced  
16 certain festivals or activities in  
17 neighborhoods, but are actually reaching  
18 out, soliciting input from, I guess,  
19 members of Council and everyone to talk  
20 about events in neighborhoods.  
21 Strawberry Mansion Festival, second week  
22 in September, just to give you a  
23 heads-up. We'll be reaching out on that  
24 one.

25 MS. BELL: Got it.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 COUNCIL PRESIDENT CLARKE: So  
3 I'm happy to hear that.

4 You also reference your  
5 commitment to children as it relates to  
6 your office. It's important to  
7 understand and we do know with the cost  
8 driver as it relates to revenue and  
9 tourism is traditionally Center City or  
10 other major nodes, but the simple reality  
11 is that neighborhoods in other cities and  
12 particularly this city have some really  
13 special things. I think a lot of people  
14 really want to come and really get a  
15 sense of the fabric of the entire City.  
16 So our ability to promote those  
17 neighborhoods.

18 I know I probably have some  
19 folks here -- I see a couple folks from  
20 Commerce that at Broad and Erie, the  
21 business association up there developed  
22 their website, and the website is pretty  
23 awesome where they actually reference  
24 every single restaurant and retail  
25 activity on there, and they did it by

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 themselves. It was quite impressive. So  
3 those are the kind of things that I think  
4 that we can ask you to be helpful on.

5 MS. BELL: Definitely.

6 COUNCIL PRESIDENT CLARKE: I  
7 got a question with respect to your role,  
8 promotion and marketing of the cultural  
9 assets of the City and promotion and  
10 marketing of the City in general, and the  
11 most significant revenue generated to  
12 support that is obviously the hotel tax  
13 revenue.

14 Can you tell me how you all  
15 make a determination in terms of revenue  
16 to provide those organizations since we  
17 have two in particular who are thrust  
18 with that role. And then a follow-up  
19 question, do you have recommendations on  
20 how those two organizations should  
21 function as we move ahead.

22 MS. BELL: Right. So I'll  
23 answer the first question first, which is  
24 so creating new events and highlighting  
25 the City the way we try to highlight the

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           City, so for the first time we have Made  
3           in America. So we're now on -- I think  
4           we're in our third year of Made in  
5           America. And so those are hotel rooms  
6           that didn't exist previously that will  
7           add to both organizations.

8                       We also have Forbes 30 Under  
9           30, which is a new event of new people  
10          coming into the City for the second time  
11          in a row where people are actually using  
12          hotel rooms. So part of how we see our  
13          role is how do we enhance Philadelphia's  
14          brand to increase the number of events so  
15          that people are putting heads in beds.  
16          So that's one.

17                     And then to answer your second  
18          question, I serve on both Boards. I see  
19          a role for both organizations, and we  
20          partner very, very well with both,  
21          whether it's with the World Meeting of  
22          Families, which is a convention, and  
23          working with PHLCVB or working with  
24          PHLCVB to get the DNC. Visit Philly was  
25          also very helpful in helping us to make

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 the case for the DNC as well.

3 And so I think there's a role  
4 for both organizations. I serve right  
5 now on both Boards, and they bring  
6 significant value to the City and we  
7 partner with them, and OCR actually needs  
8 to partner with both organizations both  
9 from a marketing perspective, whether  
10 it's Visit Philly or if it's even luring  
11 some big conventions like BIO or the  
12 NAACP, which is going to be taking place  
13 here in July. I think their dates are  
14 the second week in July, which is going  
15 to have their annual convention here.

16 COUNCIL PRESIDENT CLARKE:

17 Okay. As you know, there's this  
18 conversation about whether or not they  
19 should merge, and Council has formed an  
20 initiative where we have a number of  
21 members to discuss. I think a report is  
22 due out soon about their perspective on  
23 that. So we'll look forward to that  
24 debate.

25 The Chair recognizes Councilman

1 4/14/15 - WHOLE - BILL 150162, etc.

2 Jones.

3 COUNCILMAN JONES: Thank you,  
4 Mr. President.

5 I think we've come a long way  
6 by way of branding Philadelphia as an  
7 international city. During that process,  
8 there were a couple of stimulus grants to  
9 help us along the way of security. I  
10 think those security grants have expired,  
11 and in light of the papal visit, 1.5  
12 million, and in light of the DNC, the  
13 good news is that we're on the spotlight.  
14 The bad news is we're in the headlights  
15 and target of many people who would do us  
16 wrong.

17 How are we addressing the  
18 security end of this process within the  
19 City?

20 MS. BELL: Sure. Partnerships.  
21 So for the World Meeting of Families, we  
22 have already received a designation as a  
23 national special security event, which  
24 essentially means you partner with  
25 Homeland Security and Secret Service to

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           ensure the safety for a large event, and  
3           that's considered a mega event. We'll be  
4           seeking the same designation for the DNC  
5           as well. And truth be told, it's already  
6           been announced we're meeting with  
7           Secretary Jeh Johnson, who is the  
8           Secretary of Homeland Security, who will  
9           be here in Philadelphia tomorrow to have  
10          those direct conversations.

11                   COUNCILMAN JONES: And does  
12          that include some reimbursement,  
13          because --

14                   MS. BELL: Yes.

15                   COUNCILMAN JONES: -- it's one  
16          hell of a party, but we want to make sure  
17          after the confetti is down, that the  
18          cleanup is paid for.

19                   MS. BELL: Agreed. And so for  
20          the DNC, normally there is a designation  
21          or what is called an earmark for \$50  
22          million. What is unclear is whether or  
23          not that will be less for both the RNC  
24          and the DNC. Obviously we are going to  
25          push to have and get all that money, but

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 one thing that we're doing differently  
3 this time around is that we are  
4 partnering with the City of Cleveland  
5 that is hosting the RNC. We don't see  
6 that as a partisan issue at all. What we  
7 see this as is an issue of public safety.  
8 So both for the RNC and the DNC, hosting  
9 a world event -- we're calling it a world  
10 event, because everyone watches American  
11 politics -- we believe that we have a  
12 greater chance if we buddy up, partner  
13 side by side to make a case for getting  
14 reimbursement for public safety for the  
15 DNC.

16 COUNCILMAN JONES: Do you have  
17 any idea of amount of revenue versus  
18 costs, each of these events? And I know  
19 not to the penny, but rough guesstimates  
20 of what a papal visit 1.5 million means  
21 to the City, what is -- that's on the  
22 income side, and then on the expense  
23 side, what does that mean by way of the  
24 cleanup, and then the DNC.

25 MS. BELL: Because the World

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           Meeting of Families has never taken place  
3           in the United States of America, it's  
4           very hard to come up with that number.  
5           What we know is the estimated economic  
6           impact, which is about \$400 million. One  
7           hundred million would be really to hotels  
8           and the hospitality community and 300  
9           million is for the economic impact  
10          throughout the region.

11                   COUNCILMAN JONES: So we're  
12           also counting hotel space in Jersey and  
13           King of Prussia?

14                   MS. BELL: We're counting all  
15           of it.

16                   COUNCILMAN JONES: All right.  
17           Thank you, Mr. President.

18                   COUNCIL PRESIDENT CLARKE:  
19           Thank you, Councilman.

20                   The Chair recognizes Councilman  
21           Goode.

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

24                   Good morning.

25                   MS. BELL: Good morning.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 COUNCILMAN GOODE: Clearly,  
3 Philadelphia is known for giving big  
4 events and doing big events well, and you  
5 and your staff and others throughout the  
6 Administration deserve a tremendous  
7 amount of credit for that.

8 MS. BELL: Thank you.

9 COUNCILMAN GOODE: It doesn't  
10 seem to be reflected totally within your  
11 budget request, I'm assuming because all  
12 of that is not done with General Fund  
13 dollars and I'm assuming your testimony  
14 just relates to General Fund dollars.

15 MS. BELL: Yes.

16 COUNCILMAN GOODE: In terms of  
17 the operation, what is the amount of  
18 dollars that you actually deal with on an  
19 annual basis?

20 MS. BELL: How much is my  
21 budget besides what I'm asking for, which  
22 is --

23 COUNCILMAN GOODE: Outside of  
24 the General Fund dollars, to pull off the  
25 things that you pull off in terms of

1 4/14/15 - WHOLE - BILL 150162, etc.

2 private dollars, other dollars, what are  
3 we really talking about in terms of the  
4 work that you do?

5 MS. BELL: A lot of it is  
6 through barter and a lot of it is through  
7 partnerships. We don't have a publicity  
8 arm, meaning we're not a public relations  
9 agency unlike many other companies. So a  
10 lot of it is through partnership. A lot  
11 of it is through barter and a lot of it  
12 is being creative and finding potential  
13 sponsors like Gore-Tex who sponsors our  
14 Philadelphia Marathon or Wawa that  
15 sponsors the festival to actually help  
16 with those dollars. But a lot of it --  
17 and then my team right here, and they're  
18 behind me. Every day we're thinking  
19 creatively about how to provide amazing  
20 services for less impact to the General  
21 Fund through partnerships, sponsorship,  
22 and thinking creatively.

23 COUNCILMAN GOODE: I get that,  
24 and I see how the contracting dollars  
25 with General Fund dollars continues to

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 drop. So really the question is, do you  
3 manage dollars outside of that or are  
4 they privately managed?

5 MS. BELL: I'm sorry?

6 COUNCILMAN GOODE: Do you  
7 manage dollars outside of General Fund  
8 dollars or are they privately managed?

9 MS. BELL: No. We manage some  
10 dollars from the fund, the Mayor's Fund,  
11 with the Gore-Tex Philadelphia Marathon.

12 COUNCILMAN GOODE: Okay. And  
13 in terms of those type of initiatives  
14 with private dollars, I'm curious, it is  
15 private now and you manage some of those  
16 funds. Was any of that work previously  
17 done by City employees?

18 MS. BELL: All of it is still  
19 currently done by City employees. I'm  
20 managing it and I'm a City employee. I  
21 guess I'm not understanding your  
22 question.

23 COUNCILMAN GOODE: Where are  
24 those dollars reflected in terms of  
25 contracting? That's the question I'm

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 asking.

3 MS. BELL: Oh, okay. Those  
4 dollars are included in all -- so Wawa  
5 Welcome America, let's take Wawa Welcome  
6 America. It's a separate entity. I have  
7 a Board. So that has its own separate  
8 budget. So I'm held accountable by my  
9 Board, and Wawa is our main sponsor. And  
10 so as the Chair of that Board, I manage  
11 with the Board the finances for hosting  
12 and putting on that event.

13 COUNCILMAN GOODE: So none of  
14 that is reflected within --

15 MS. BELL: It's reflected in  
16 the numbers that we have, which is our  
17 numbers showing the diversity in our  
18 contracting and the diversity in the  
19 services that we render.

20 COUNCILMAN GOODE: Okay. I'll  
21 ask the question one more way, and maybe  
22 you've answered it. But if you get to  
23 where I'm trying to get to, I'm  
24 interested in what the total universe of  
25 dollars is that you manage for these

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           events and where it's reflected and how  
3           we get to how that fits within government  
4           or to what extent it is private and to  
5           the extent that we are funding seven  
6           positions through General Fund, what do  
7           those seven positions impact in terms of  
8           dollars that we're not taking a look at  
9           right now?

10                   MS. BELL: Okay. I think I  
11           understand. So I'll try to take a shot  
12           at answering the question.

13                   COUNCILMAN GOODE: You can  
14           actually forward that information to me.

15                   MS. BELL: Sure. I'll just do  
16           that. That works.

17                   COUNCILMAN GOODE: What I'm  
18           specifically looking at is what  
19           opportunities there are for us to  
20           influence in terms of investing in  
21           Philadelphians and making sure those  
22           opportunities are going towards  
23           Philadelphians for both business  
24           contracting and in terms of jobs and what  
25           jobs exist within those private

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 initiatives that may or may not be  
3 displacing public-sector jobs.

4 MS. BELL: Yeah. I just want  
5 to be clear, everyone that we hire for  
6 Wawa Welcome America is local, period.

7 COUNCILMAN GOODE: Okay.

8 MS. BELL: I mean, we have to  
9 do that, because they know the City.

10 COUNCILMAN GOODE: Thank you.

11 Thank you, Mr. President.

12 MS. BELL: And the marathon as  
13 well.

14 COUNCIL PRESIDENT CLARKE:  
15 Thank you, Councilman.

16 The Chair recognizes Councilman  
17 Neilson.

18 COUNCILMAN NEILSON: Thank you,  
19 Mr. President.

20 Good morning.

21 MS. BELL: Good morning.

22 COUNCILMAN NEILSON: Thank you  
23 for coming today.

24 MS. BELL: Thanks for having  
25 me.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 COUNCILMAN NEILSON:

3 Philadelphia has both cultural and ethnic  
4 traditions that have been going on for  
5 long before we came. Although you  
6 identified many different programs like  
7 the 5th Annual Jazz Festival and stuff  
8 like that, I'm thinking about support  
9 like for the Mummers and some of the  
10 other ethnic parades that we have.

11 What support or funding or help  
12 do you provide those long-term  
13 traditional events that happen here in  
14 Philadelphia?

15 MS. BELL: So one of which is  
16 the Subaru Blossom Cherry Festival that  
17 happens. So we don't produce that event,  
18 but what we can do is, we have great  
19 relationships with both local, regional,  
20 and national media. So making sure that  
21 people know through our media contacts  
22 that those events happen. The same as  
23 the Mummers. I mean, there's still some  
24 people who don't get that that happens  
25 here. So we partner with a number of

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           organizations to highlight that their  
3           events are taking place here, and if we  
4           can, because we don't have money to give  
5           out, but we do make connections with some  
6           of the sponsors that we've been able to  
7           build relationships with and introduce  
8           those cultural entities and those events  
9           to potential sponsors. So we are good  
10          with making introductions and also  
11          promoting and publicity.

12                   COUNCILMAN NEILSON: Is this  
13          something that your office actively seeks  
14          out them to do this, because most of  
15          those are volunteer agencies like the  
16          Mummers Parade. They're a  
17          volunteer-based organization, and I know  
18          they don't have the resources. Do we  
19          help provide any resources, like police  
20          or anything like that?

21                   MS. BELL: I believe through  
22          the Managing Director's Office, yes.

23                   COUNCILMAN NEILSON: Thank you  
24          very much.

25                   MS. BELL: No problem.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 COUNCILMAN NEILSON: That's  
3 all, Mr. President.

4 COUNCIL PRESIDENT CLARKE:  
5 Thank you, Councilman.

6 The Chair recognizes Councilman  
7 Oh.

8 COUNCILMAN OH: Thank you very  
9 much, Mr. President.

10 Good morning.

11 MS. BELL: Good morning.

12 COUNCILMAN OH: Could you just  
13 tell me a little bit about the Made in  
14 America. What are the services that the  
15 City provides, and at the end of the day  
16 how does that net for the City? Do we  
17 break even? Do we make money? Do we  
18 provide services? Do they pay for all  
19 the services?

20 MS. BELL: So they pay for all  
21 the services, and we benefit because it's  
22 an event that has chosen to make  
23 Philadelphia its home. So that's one.  
24 So you talk about heads and beds and the  
25 hotel tax. So obviously that impacts

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           organizations like Visit Philly. It  
3           impacts PHLCVB, but then more than that,  
4           as I mentioned in my testimony, if you  
5           have more people who are participating in  
6           big events --

7                   COUNCILMAN OH: I'll just  
8           interrupt you briefly, because I agree  
9           with all of that. I'm happy about it,  
10          but what I'm not -- what I would like to  
11          know is -- and I'm only asking because I  
12          don't know -- what is the cost to the  
13          City, and I believe that that cost is  
14          being paid for by the Made in America  
15          concert.

16                   MS. BELL: Correct.

17                   COUNCILMAN OH: So they pay for  
18          the police, they pay for the --

19                   MS. BELL: They pay for City  
20          services, correct.

21                   COUNCILMAN OH: Okay. And what  
22          is it that we are contributing to the  
23          concert? In other words, we provide them  
24          the access to the outdoor venue.

25                   MS. BELL: Correct.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 COUNCILMAN OH: Those type of  
3 things.

4 MS. BELL: Correct. And we  
5 also take credit for their impressions.

6 COUNCILMAN OH: Okay. Does  
7 that relationship between the City and  
8 Made in America, is that one that  
9 provides the opportunity for the City in  
10 providing the venue additional  
11 opportunities to promote the local  
12 workforce?

13 MS. BELL: Yes, because they  
14 hire locally.

15 COUNCILMAN OH: Okay.

16 MS. BELL: So the stage hands  
17 to build the stage, security companies,  
18 it's all local.

19 COUNCILMAN OH: Okay. And how  
20 about Wawa Welcome America? Is that a  
21 multi-year contract or do we do that each  
22 year?

23 MS. BELL: It's a multi-year  
24 contract.

25 COUNCILMAN OH: And so --

1 4/14/15 - WHOLE - BILL 150162, etc.

2 MS. BELL: For Wawa, but  
3 Welcome America, as many people know in  
4 the room, has been in existence for many,  
5 many, many years.

6 COUNCILMAN OH: Okay. And when  
7 you do the contract for Welcome America,  
8 who is it that decides on the organizers  
9 of the contract? Does Wawa Welcome  
10 America do that or is that part of a  
11 contract where the organization; for  
12 example, television stations, the  
13 promoters, are they all contracted  
14 separately or do they come through Wawa?  
15 How is that done?

16 MS. BELL: So it's by the  
17 Board. So many of those decisions are  
18 made with my Board.

19 COUNCILMAN OH: With your  
20 Board?

21 MS. BELL: Correct.

22 COUNCILMAN OH: Okay. Is there  
23 a process whereby, for example, the local  
24 musicians can have an opportunity to be  
25 on the stage under the Wawa Welcome

1 4/14/15 - WHOLE - BILL 150162, etc.

2 America program?

3 MS. BELL: So we have a week of  
4 events, and as I mentioned in my  
5 testimony, we're actually asking for all  
6 Council folks, if you can, to reach out  
7 to your local residents and local talent  
8 in your districts to give me some  
9 recommendations. So we have a week of  
10 events. I want to be very clear. It's  
11 not just one big concert on the 4th. I  
12 want people to participate in every  
13 single activity we have happening from  
14 the start to the end. And so whether  
15 it's to Go 4th and Learn, whether it's a  
16 movie night or whether it's hoagie day, I  
17 want folks to participate. And so I  
18 would love for you to send me those  
19 recommendations if you have them, and  
20 then we will see where they can fit  
21 within the week.

22 COUNCILMAN OH: Okay. I  
23 appreciate that and I think that's  
24 fantastic, but let me ask you this: If  
25 you make a decision in terms of putting,

1 4/14/15 - WHOLE - BILL 150162, etc.

2 let's say, a local musician on a stage,  
3 does the television station, for example,  
4 or whoever is promoting that, are they  
5 able to basically say that's not a big  
6 enough talent nationwide that we are  
7 going to replace them with our own  
8 musicians?

9 MS. BELL: So we have multiple  
10 stages. So I'm not sure which stage  
11 you're talking about.

12 COUNCILMAN OH: Okay. So  
13 there's a number of different events and  
14 there's prime time and there's A stage,  
15 the B stage, something like that. But  
16 who decides which musicians are on at one  
17 of the better slots, one of the better  
18 stages? Do you decide that when the  
19 schedule is prepared or is that  
20 influenced when, for example, the  
21 television crew comes in and they say,  
22 Well, that's not the ratings that we  
23 want, it's not a big enough pool, we're  
24 going to replace them with another band?

25 MS. BELL: So because we have

1       4/14/15 - WHOLE - BILL 150162, etc.  
2       multiple stages, we put a number of folks  
3       on the table who can actually perform in  
4       any stage. So we have the Global Music  
5       Sound Stage, which is actually -- and we  
6       have Questlove Stage. So those are two  
7       major stages that actually get major play  
8       and major media. So, again, for me to  
9       answer -- I mean, it would be great to --  
10      if you have -- it sounds like you have a  
11      recommendation that's at the tip of your  
12      tongue. It would be great to get that so  
13      that we can actually start planning and  
14      actually start getting those on stage.

15               COUNCILMAN OH: No. I  
16      appreciate it. What I'm asking  
17      specifically at this point in time -- and  
18      I do have recommendations. Thank you,  
19      and I like what you're doing. But what  
20      I'm trying to find out right now  
21      specifically is, do you set down the  
22      schedule or does your organization set  
23      down the schedule of who is performing  
24      where? Does your promoter do that or,  
25      for example, does the television station

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 have the right in their contract to  
3 change up the order of play, for example?

4 MS. BELL: The decision is made  
5 with my Board and it's made -- so it's  
6 made with the Board.

7 COUNCILMAN OH: So the Board  
8 does it and that's it?

9 MS. BELL: Yup.

10 COUNCILMAN OH: Okay. Thank  
11 you very much.

12 MS. BELL: No problem.

13 COUNCIL PRESIDENT CLARKE:  
14 Thank you.

15 One question before I leave.  
16 If you can -- and I know you won't have  
17 this available at this moment, I suspect.  
18 Can you by commercial corridor -- and I  
19 guess I mean recognized commercial  
20 corridor -- give us a list of where your  
21 department has had activity or supported  
22 activity of any sort, either financial or  
23 activity relating to your presence and  
24 things of that nature. Can you provide  
25 to the Committee that list around the

1 4/14/15 - WHOLE - BILL 150162, etc.

2 City of Philadelphia.

3 MS. BELL: Yes.

4 COUNCIL PRESIDENT CLARKE:

5 Thank you.

6 There are no other questions.

7 I want to thank you very much for your  
8 testimony.

9 MS. BELL: Thank you.

10 COUNCIL PRESIDENT CLARKE: And  
11 next we will have Commerce Department and  
12 I believe OEO also.

13 (Witnesses approached witness  
14 table.)

15 COUNCIL PRESIDENT CLARKE: Good  
16 morning.

17 MR. GREENBERGER: Good morning.

18 MS. DOWD-BURTON: Good morning.

19 MR. GREENBERGER: Ready?

20 COUNCIL PRESIDENT CLARKE:

21 Please.

22 MR. GREENBERGER: Good morning.

23 I'm Alan Greenberger. I'm the Deputy

24 Mayor for Economic Development and

25 Director of Commerce. With me today is

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           my Senior Deputy Commerce Director, Duane  
3           Bumb; our Director of the Office of  
4           Economic Opportunity, Angela Dowd-Burton;  
5           and all of our senior staff behind me and  
6           ready to come up as needed.

7                     The Department of Commerce --  
8           this will be a brief statement.

9                     The Department of Commerce is  
10          submitting a Fiscal Year 2016 operating  
11          budget request of \$105,164,298, of which  
12          approximately \$22 million actually is  
13          from the General Fund.

14                    Before I get into some details,  
15          Council President, I want to thank you.  
16          I want to thank all of the members of  
17          City Council here and others who are not  
18          here for the partnership and support for  
19          the last six years. I've had the  
20          opportunity to work with each and every  
21          one of you to bring jobs to Philadelphia,  
22          to support businesses, economic  
23          development in all the neighborhoods in  
24          the City, and to develop laws and  
25          policies which make the City a more

1 4/14/15 - WHOLE - BILL 150162, etc.

2 business-friendly place, and I truly am  
3 grateful for the partnership.

4 COUNCIL PRESIDENT CLARKE:

5 Thank you for your service, but you still  
6 have a few months left.

7 MR. GREENBERGER: I'm not done.  
8 I got it. That's why I was up front and  
9 not --

10 COUNCIL PRESIDENT CLARKE: We  
11 got some things teed up. You can't leave  
12 yet.

13 MR. GREENBERGER: Yeah, I know.  
14 It sounds a little end-y there.

15 It's because of this  
16 partnership and the work we've done  
17 together that I'm happy to report that  
18 last year we created more jobs in  
19 Philadelphia than any single year since  
20 2000, and the 33 percent jobs growth from  
21 2009 to 2014 has been the City's largest  
22 in a five-year period since the 1980s.  
23 Our average unemployment rate for 2014  
24 was 7.8 percent, an encouraging 2.2  
25 points below the previous year's average

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 and a dramatic improvement from our peak  
3 unemployment of 11.7 percent in July  
4 2012. The unemployment rate in December  
5 2014 reached as low as 6.2 percent. The  
6 latest available data shows that there  
7 are more jobs in Philadelphia for a  
8 February than in any February since 2001.

9 This is tremendous progress,  
10 but we have a lot of work to do in order  
11 to achieve our goals of attracting jobs  
12 and helping small businesses grow,  
13 creating opportunities for low-income  
14 workers, and working with Councilmembers  
15 to ensure that all neighborhoods in our  
16 City become neighborhoods of choice.

17 In pursuit of these goals, I'd  
18 like to highlight a few things that have  
19 happened in the past year.

20 We've worked to expand sectors  
21 which provide entry-level jobs for our  
22 citizens such as manufacturing, hotels,  
23 and retail. We've invested in our  
24 commercial corridors by funding 14  
25 organizations through the targeted

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 Corridor Management Program and by  
3 restoring neighborhood businesses through  
4 the Storefront Improvement Program, 58  
5 projects last year, and the InStore  
6 Program, 21 projects since its launch in  
7 FY14.

8 We've attracted new resources  
9 for Philadelphia's small businesses such  
10 as Kiva Zip loan program, which has  
11 loaned almost \$200,000 to 44 businesses  
12 since its launch at the end of last year,  
13 and the Goldman Sachs 10,000 Small  
14 Business Program, which has served more  
15 than 150 small businesses in 2013.

16 We've expanded economic  
17 opportunity for minority, women, and  
18 disadvantaged-owned businesses by  
19 maintaining a goal of 30 percent  
20 participation, up from its previous level  
21 of 25 percent. And we've attracted new  
22 names to Philadelphia such as the  
23 American Bible Society, Hill  
24 International, EisnerAmper, HOK  
25 Architects, while helping existing

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 Philadelphia businesses grow and expand  
3 such as Dietz and Watson, FMC  
4 Corporation, and AgustaWestland, to name  
5 a few.

6 These are just a few of the  
7 highlights from last year, and I think  
8 I'll be happy to turn it over to your  
9 questions.

10 COUNCIL PRESIDENT CLARKE:  
11 Thank you. And I want to thank you for  
12 your partnership also. We don't always  
13 agree on everything, but we always agree  
14 that whatever we do should benefit the  
15 citizens of the City of Philadelphia.  
16 And I want to thank you and commend you  
17 for your participation coming from the  
18 private sector, getting engaged in  
19 government. We really appreciate that,  
20 and I know --

21 MR. GREENBERGER: Thank you,  
22 sir.

23 COUNCIL PRESIDENT CLARKE: --  
24 everything you did was sincere, and like  
25 I said, we got a couple of things left,

1 4/14/15 - WHOLE - BILL 150162, etc.

2 but --

3 MR. GREENBERGER: We do have a  
4 few things left.

5 COUNCIL PRESIDENT CLARKE: --  
6 hopefully we'll bring it home over the  
7 next several months.

8 I had a couple of quick  
9 questions. You referenced it again, as  
10 Ms. Peterkin Bell had earlier, about  
11 every neighborhood a neighborhood of  
12 choice, and you recall -- I don't know if  
13 it was this past hearing or prior year  
14 budget hearing -- we talked about other  
15 neighborhoods. We're excited about the  
16 fact that we had significant growth in  
17 and around the perimeter of the Center  
18 City, but we were concerned about the  
19 lack of a detailed plan as it relates to  
20 other neighborhoods, and as you know,  
21 you've seen this, we put this together.

22 MR. GREENBERGER: Sure.

23 COUNCIL PRESIDENT CLARKE:  
24 We'll probably be going live online in  
25 about 45 days. We're concluding our

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 community meetings and have gotten some  
3 really good responses. We were up in the  
4 Northeast last week up in Councilman  
5 O'Neill's district. I got to say that  
6 his indices in pretty much every category  
7 were off the charts in a positive, but  
8 we'll be going in other neighborhoods  
9 where I'm sure that the indices will not  
10 necessarily be that high.

11 So with respect to this  
12 document, can you talk to me about your  
13 plan as it relates to providing in a very  
14 aggressive way support for those  
15 neighborhoods that we need to stem the  
16 tide of the K, formerly neighborhoods of  
17 choice but are now showing cracks around  
18 the foundation. And I know this is a  
19 very Herculean task and I don't want to  
20 put that all on your department, but can  
21 you kind of talk to me about the Commerce  
22 Department's role, particularly given the  
23 fact that you also have, I guess,  
24 jurisdiction over the housing component  
25 within the City of Philadelphia and under

1       4/14/15 - WHOLE - BILL 150162, etc.  
2       the current org chart. Can you just kind  
3       of talk to me briefly about your game  
4       plan.

5               MR. GREENBERGER: Sure. I  
6       think the most -- there are two important  
7       things that we can do. One is geographic  
8       and it involves place and the other  
9       involves jobs.

10              The geography is that we need  
11       to continue to coordinate with housing  
12       efforts with Councilmembers on areas --  
13       it's always going to be better to do more  
14       things in a neighborhood, particularly a  
15       neighborhood that has serious need, at  
16       once. So, for example, I know we're very  
17       involved with you and with PHA on  
18       Sharswood and Blumberg area. At the same  
19       time, that's why we need to be advancing  
20       plans on things like Ridge Avenue, so  
21       that these things are all coming up  
22       together. So coordination with Council  
23       is important obviously.

24              What Commerce has a lot of  
25       resource in, both in terms of personnel

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           and in terms of the money we have  
3           available to us, is in commercial  
4           corridors. The work that we do is spread  
5           pretty widely around the City, and I can  
6           go into a list if you'd like, but I think  
7           you know where many of them are.

8                     I think that's -- and those  
9           things -- commercial corridor -- the  
10          health of commercial corridors does two  
11          things. It provides some jobs. It's  
12          typically not massive numbers of jobs  
13          compared to some of the business  
14          attraction efforts that we're involved  
15          in. I'll get to that in a minute. But I  
16          think it's a real indicator for people of  
17          the health of their neighborhood. It  
18          really means something when their  
19          commercial corridors are doing well.

20                    We all know that people shop in  
21          different ways now and a lot of people  
22          get in their car and they go to a big-box  
23          store somewhere or a huge supermarket  
24          somewhere, and those things are not  
25          typically neighborhood based the way they

1       4/14/15 - WHOLE - BILL 150162, etc.  
2       were perhaps when we were growing up, but  
3       these commercial corridors are very  
4       meaningful. Our interest is in making  
5       sure that they're seamless, they look  
6       good, and there's the least number of  
7       vacancies possible. There's also a way  
8       for small businesses from the  
9       neighborhood to start up. You see it  
10      very powerfully in immigrant communities,  
11      but I think you see it also in just  
12      generally in neighborhoods where people  
13      say, I can rent that storefront and start  
14      a business. We want to help them do  
15      that.

16               The other side of it, the job  
17      side of it, is that for most of us, we  
18      commute to work one way or another. And  
19      so our emphasis has very much been on  
20      expanding the job base particularly for  
21      some of the entry-level jobs and  
22      particularly for the ones that don't  
23      necessarily require higher education.  
24      And this is why we've spent a lot of time  
25      worrying about hotel development, why we

1           4/14/15 - WHOLE - BILL 150162, etc.  
2       worry about manufacturing, and as you  
3       know, Council President, in a short  
4       period of time, we'll be seeing some very  
5       expanded retail on Market Street, and the  
6       interest to us in Commerce is not about  
7       so much the opportunity for shopping as  
8       it is the opportunity to create a lot of  
9       jobs.

10                   COUNCIL PRESIDENT CLARKE:

11       Thank you. I do want to respond to one  
12       thing that you said, understanding the  
13       commercial corridor as we knew it is no  
14       longer encased, but I do think there  
15       could be somewhat of a hybrid approach,  
16       and you referenced Ridge Avenue. If  
17       we're successful in bringing the 70,000  
18       square foot supermarket in the  
19       Philadelphia Housing Authority  
20       headquarters on a commercial corridor, I  
21       actually think it will strengthen -- and  
22       you probably agree.

23                   MR. GREENBERGER: Oh, yeah.

24                   COUNCIL PRESIDENT CLARKE: It  
25       will actually strengthen the existing

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 retail corridor there and maybe even  
3 enhance it. So I think that there's ways  
4 that we could do both of those.

5 MR. GREENBERGER: Supermarkets  
6 are the one thing that we can, because  
7 they exist at different scales, that we  
8 can reasonably get in our commercial  
9 corridors.

10 COUNCIL PRESIDENT CLARKE:  
11 Right.

12 MR. GREENBERGER: And we have  
13 had some good success with that.

14 COUNCIL PRESIDENT CLARKE:  
15 Right, we have. We actually pretty much  
16 only need one more and I'll have one in  
17 every neighborhood in my district.

18 You talk about on Page 5 of  
19 your testimony seeing a 30 percent growth  
20 in tech jobs over the last five years,  
21 outpacing the surrounding suburbs, and we  
22 talk about the Philadelphia School  
23 District and its relationship. Just  
24 personally, this whole issue about  
25 testing -- and I know it's up in the

1           4/14/15 - WHOLE - BILL 150162, etc.  
2 headlines here recently about the PSSAs  
3 and folks saying they're not going to  
4 have their kid take the test and the  
5 emphasis on school tests generally, and  
6 we've always kind of felt that maybe we  
7 should be teaching to the job, a little  
8 more heavily weighted in that way as  
9 opposed to teaching that children will  
10 pass the test and then at the end of the  
11 day, it's very difficult for you just to  
12 go to an employer and say, I passed the  
13 test, and they're going to like give you  
14 a job. They want to know are you skilled  
15 in the position that I am offering.

16                   What role has the Commerce  
17 Department played or will play as it  
18 relates to interacting with the School  
19 District to ensure that there's a direct  
20 flow of tech job opportunities for young  
21 people coming out of school, either  
22 direct or if there needs to be some level  
23 of higher education to support their  
24 ability to move into tech jobs? Is there  
25 a role that we in Commerce play?

1 4/14/15 - WHOLE - BILL 150162, etc.

2 MR. GREENBERGER: There is. I  
3 was afraid you were going to ask me my  
4 opinion about testing, which I was going  
5 to tell you it was way out of my league.

6 COUNCIL PRESIDENT CLARKE: No.  
7 No.

8 MR. GREENBERGER: Thank you for  
9 not asking that question.

10 I think one of the areas that  
11 we can -- there are a couple of areas  
12 where we can be successful and we do have  
13 an interaction. I think one of them is  
14 particularly through the manufacturing  
15 side. As you know, we have an office --  
16 we've created an Office of Manufacturing  
17 as a result of the Manufacturing Task  
18 Force that I co-chaired with Councilman  
19 Henon, Dan Fitzpatrick, and Bill Hunt,  
20 and what we consistently heard from  
21 the -- two things that we consistently  
22 heard from the manufacturing side. One  
23 was that they're quite prepared to teach  
24 specific skills for specific things.

25 COUNCIL PRESIDENT CLARKE: When

1 4/14/15 - WHOLE - BILL 150162, etc.

2 you say "they," you're talking about the  
3 schools or the manufacturing?

4 MR. GREENBERGER:

5 Manufacturers. Manufacturers are  
6 prepared to teach specific skills. Their  
7 concern is that they have a lot of  
8 trouble finding qualified applicants who  
9 are job ready, in many cases drug free.  
10 There's a whole series of issues, and we  
11 heard stories about ten slots that  
12 required multi hundreds of applicants to  
13 whittle down to a series of qualified  
14 applicants.

15 They certainly are also looking  
16 to the schools, either through vocational  
17 training or in some cases through things  
18 like Community College, to ground young  
19 people more thoroughly in the STEM, the  
20 science, technology, engineering, math  
21 skills, and they're pretty basic skills  
22 that people need help in, but what we  
23 heard from the manufacturers is that if  
24 people are grounded in those baseline  
25 skills, they can teach the specific craft

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 of what's involved. They were very  
3 comfortable with that.

4 So then the flip side of it is  
5 that there are an awful lot of young  
6 people out there who have no idea that  
7 these jobs even exist. Everybody is  
8 running around with a cell phone and just  
9 thinks that somehow life is all --

10 COUNCIL PRESIDENT CLARKE:  
11 Probably a lot of old people that don't  
12 know either.

13 MR. GREENBERGER: Yeah. I  
14 mean, we discovered and we last year -- I  
15 think Councilman Henon was with us on  
16 this particular visit to Northeast Window  
17 up on Aramingo Avenue, and this is a  
18 whole citywide thing, but we took a bunch  
19 of school kids around just to show them,  
20 look, things get made in this City and  
21 you can have a job. This can be your  
22 job.

23 And so we need to help --  
24 Commerce needs to work more directly with  
25 schools to help the schools communicate

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           to young people what kind of jobs are out  
3           there that they probably have never  
4           thought about, and it's particularly true  
5           in the manufacturing sector, but it's  
6           true in other sectors as well.

7                       COUNCIL PRESIDENT CLARKE:

8           Right. I see my colleague Councilman  
9           Jones has somewhat of a perplexed look on  
10          his face, because I can recall him on  
11          several occasions over the last several  
12          budget hearings talking about us doing  
13          that. I know Councilman -- I'm assuming  
14          Councilman Henon as a member of the Task  
15          Force will follow up on that, so I'm not  
16          going to delve any deeper into that, the  
17          role of Commerce, but I hear you. I do  
18          think, like you do, as a direct  
19          relationship, and although government  
20          will not create jobs particularly in this  
21          economy, we're actually losing jobs in  
22          government, but government should  
23          facilitate job opportunities for its  
24          people. And I think there's nothing more  
25          important than that as the role for

1           4/14/15 - WHOLE - BILL 150162, etc.  
2       government, be it Commerce Director or be  
3       it member of this legislative body or the  
4       executive of the second floor. That  
5       should be our number one priority, to  
6       make sure that's an opportunity if there  
7       are in fact young people in schools that  
8       don't have a clue -- and I'm glad to see  
9       that you've been taking that tour,  
10      because I agree with you, some young  
11      people actually don't go beyond the four,  
12      six square blocks of their household,  
13      which is unfortunate, to understand that  
14      there are opportunities out there. So I  
15      commend you for doing that. We look  
16      forward to stepping it up and being more  
17      aggressive in that approach.

18                   Thank you.

19                   MR. GREENBERGER: Sorry for  
20      making you look perplexed over there.

21                   COUNCIL PRESIDENT CLARKE: Let  
22      me turn it over to my colleagues.

23                   The Chair recognizes Councilman  
24      Goode.

25                   COUNCILMAN GOODE: Thank you,

1 4/14/15 - WHOLE - BILL 150162, etc.

2 Mr. President.

3 Good morning.

4 MR. GREENBERGER: Good morning.

5 COUNCILMAN GOODE: Let me start  
6 with your informal remarks that were not  
7 in your written testimony. You talked  
8 about a period of sustained job growth  
9 during the Nutter Administration. Can  
10 you be a little bit more specific and  
11 restate that for the record.

12 MR. GREENBERGER: Sure. Let me  
13 just go back to my numbers. I can  
14 probably add to it as well.

15 So what I said was that in this  
16 previous -- sorry; just give me a second  
17 here.

18 In this previous year, there  
19 were more jobs created in Philadelphia  
20 than in any single year since 2000, and  
21 that the 33 percent jobs growth in 2009  
22 to 2014 has been the City's largest in a  
23 five-year period since the 1980s. There  
24 are approximately 674,000 jobs in the  
25 City of Philadelphia and approximately, I

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 think it's just shy of 600,000  
3 Philadelphians who are working.

4 COUNCILMAN GOODE: I was  
5 looking for you to specifically compare  
6 it to that period within the '80s, which  
7 I believe was 1984 through 1989.

8 MR. GREENBERGER: That I'm  
9 going to have to get back to you on. I  
10 don't have that information in front of  
11 me.

12 COUNCILMAN GOODE: Okay. Let  
13 me move on.

14 MR. GREENBERGER: But would you  
15 like us to do it?

16 COUNCILMAN GOODE: Absolutely.

17 MR. GREENBERGER: Yeah. Sure.

18 COUNCILMAN GOODE: Stay on the  
19 subject of job creation. On Page 4 of  
20 your written testimony, you referenced  
21 the special tax credit opportunity for  
22 job creation this year. How are you  
23 marketing the multi-year tax credit and  
24 what is the response?

25 MR. GREENBERGER: The response

1       4/14/15 - WHOLE - BILL 150162, etc.  
2       has been very good, and it's a good  
3       program and the expansion of it is a  
4       particularly good program, and I'll give  
5       you one of the examples that we recently  
6       had. An accounting firm in Jenkintown,  
7       fairly large one, EisnerAmper, saw the  
8       expanded job credit, job creation tax  
9       credit, thought that was great and  
10      they're moving their entire operation  
11      into the City of Philadelphia. So I  
12      think our experience has been that when a  
13      company like that does that, the word  
14      gets out to other companies. They  
15      become, in essence, spokesmen for it, as  
16      well as our communicating it to people  
17      that we are in contact with. I think  
18      that was a very powerful tool.

19               COUNCILMAN GOODE: Thank you.  
20      Can you please submit to the Chair any  
21      year-to-date numbers you have for this  
22      program.

23               MR. GREENBERGER: Yeah. Happy  
24      to.

25               COUNCILMAN GOODE: Moving on to

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 the question I think you're going to  
3 anticipate. On Page 3 of your written  
4 testimony, for the record what was the  
5 disadvantaged business, DBE,  
6 participation rate for Fiscal Year 2014?

7 MR. GREENBERGER: Just give me  
8 a moment here.

9 It was 29.4 percent.

10 COUNCILMAN GOODE: So 29  
11 percent if you exclude about \$200 million  
12 worth of contracts.

13 MR. GREENBERGER: That's  
14 correct.

15 COUNCILMAN GOODE: What is the  
16 DBE participation rate if you don't  
17 exclude any contracts?

18 MR. GREENBERGER: About 24  
19 percent.

20 COUNCILMAN GOODE: It's 22  
21 percent.

22 MR. GREENBERGER: I'll go back  
23 and look at the math.

24 COUNCILMAN GOODE: Well, I can  
25 tell you. It's \$184 million divided by

1 4/14/15 - WHOLE - BILL 150162, etc.

2 \$834 million. It's 22 percent.

3 MR. GREENBERGER: Okay. I'll  
4 take your word for it.

5 COUNCILMAN GOODE: So which is  
6 higher, the dollar amount of excluded  
7 contracts or the dollar amount going to  
8 disadvantaged businesses?

9 MR. GREENBERGER: The dollar  
10 amount that's going to disadvantaged  
11 businesses citywide is \$266 million.

12 COUNCILMAN GOODE: The number  
13 for Fiscal Year '14, that's not the  
14 number I have.

15 MS. DOWD-BURTON: If you're  
16 going after all of the City contracts,  
17 quasi public, and federally funded  
18 contracts, it's \$266 million. If you're  
19 just looking at City-awarded contracts,  
20 it's \$184 million.

21 COUNCILMAN GOODE: Okay. And  
22 so I'm using the \$184 million figure.

23 MS. DOWD-BURTON: Okay.

24 COUNCILMAN GOODE: Using those  
25 same numbers, what's the total amount of

1 4/14/15 - WHOLE - BILL 150162, etc.

2 contract dollars that were excluded?

3 MS. DOWD-BURTON: Total  
4 contracts valued were \$199 million, and I  
5 can elaborate for you what that includes.

6 COUNCILMAN GOODE: The question  
7 was, which number is higher, the amount  
8 of contract dollars that were excluded or  
9 the amount of contract dollars to  
10 disadvantaged businesses?

11 MS. DOWD-BURTON: The amount of  
12 contract dollars that were excluded.

13 COUNCILMAN GOODE: Does that  
14 really make sense?

15 MS. DOWD-BURTON: Yes, when you  
16 consider that the value of those  
17 contracts, the \$199 million, included an  
18 electric bill valued at 52 million. It  
19 included prison facilities --

20 COUNCILMAN GOODE: That's not  
21 the point I'm making. The point I'm  
22 making is that in reality, disadvantaged  
23 businesses received \$184 million, which  
24 is 22 percent. The amount of contracts  
25 that were excluded was 199 million. It

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           was about 24 percent. Whether you  
3           exclude the contracts or whether you  
4           don't exclude the contracts, the reality  
5           is that 78 percent of the contract  
6           dollars went to businesses owned by white  
7           men. How has that changed since the  
8           Street Administration?

9                   MS. DOWD-BURTON: I would say,  
10          Councilman, that the \$199 million where  
11          we have few or no minority and  
12          women-owned businesses, there isn't an  
13          opportunity for participation.

14                 COUNCILMAN GOODE: I heard you,  
15          but the question I asked was, in reality  
16          78 percent of contract dollars went to  
17          businesses owned by white men. How has  
18          that changed since the Street  
19          Administration?

20                 MS. DOWD-BURTON: The change  
21          has been, number one, there are contracts  
22          in that 199 million that were not in the  
23          Street Administration. The Philadelphia  
24          electric power bill is one of them.

25                 COUNCILMAN GOODE: What was the

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 percentage during the Street  
3 Administration?

4 MS. DOWD-BURTON: It was -- and  
5 I really don't have those numbers here.  
6 I can certainly --

7 COUNCILMAN GOODE: But you know  
8 I do.

9 MS. DOWD-BURTON: -- pursue  
10 them.

11 COUNCILMAN GOODE: You know I  
12 do. The Street Administration was at 22  
13 percent. The Nutter Administration is at  
14 22 percent. So what has changed?

15 MS. DOWD-BURTON: Well, I would  
16 beg to differ. If I look at -- and we  
17 provided a chart for you and the members  
18 of Council to actually see the trajectory  
19 of contracts that were awarded by the  
20 City operating departments and by the  
21 City as a whole when you throw in quasi  
22 public agencies and the federally funded  
23 contracts. As of Fiscal Year '14, the  
24 Nutter Administration had awarded \$1.59  
25 billion --

1 4/14/15 - WHOLE - BILL 150162, etc.

2 COUNCILMAN GOODE: You can  
3 continue to throw out numbers. I'm  
4 dealing with percentages, and you know  
5 how we do this.

6 Have the percentages of  
7 contracts changed going to disadvantaged  
8 businesses? The answer is no.

9 MS. DOWD-BURTON: Well, one of  
10 the things I'm trying to do is share with  
11 you the actual dollars awarded and --

12 COUNCILMAN GOODE: Has the  
13 percentage of contracts going to  
14 disadvantaged businesses increased under  
15 this Administration?

16 MS. DOWD-BURTON: Yes, they  
17 have.

18 COUNCILMAN GOODE: The answer  
19 is no. The answer is no. It has only  
20 increased if you exclude 24 percent of  
21 the contracts, and excluding 24 percent  
22 of the contracts when you're only giving  
23 22 percent of the contracts to  
24 disadvantaged businesses is ridiculous.

25 MS. DOWD-BURTON: Councilman, I

1           4/14/15 - WHOLE - BILL 150162, etc.  
2       would say that we are looking at two  
3       different sides of the same coin and  
4       that, one, I'm looking at the dollars  
5       awarded, which by the end of this  
6       Administration will be \$2 billion.

7                   COUNCILMAN GOODE: So you  
8       don't --

9                   MS. DOWD-BURTON: And I will  
10      certainly do the research on the Street  
11      Administration to see if the dollars are  
12      equivalent.

13                  COUNCILMAN GOODE: I can give  
14      it to you. It's done by your own  
15      consultant. The issue is simply this:  
16      We're talking about percentages. If you  
17      want to compare apples to apples and  
18      oranges to oranges -- and we've had  
19      discussions several times -- the way that  
20      we've looked at it traditionally is  
21      percentage of contract dollars going to  
22      disadvantaged businesses. Under the  
23      Street Administration, they reached 22  
24      percent. Under this Administration, it  
25      has reached 22 percent if you don't

1 4/14/15 - WHOLE - BILL 150162, etc.

2 exclude 24 percent of the contracts.

3 MS. DOWD-BURTON: And I would  
4 say the Street Administration did not  
5 include certain contracts in their  
6 reporting. And one line item, if you can  
7 check this, would be the Managing  
8 Director's budget, which during the  
9 Street Administration ranged from \$1 to  
10 \$3 million, and today in Fiscal Year '14,  
11 it was 52 million and as of Fiscal Year  
12 '15, it is going to be \$62 million. And  
13 that's just one line item that is  
14 different between the Street  
15 Administration and the Nutter  
16 Administration.

17 COUNCILMAN GOODE: You should  
18 trust your own consultants. Econsult  
19 says differently.

20 Thank you, Mr. President.

21 COUNCIL PRESIDENT CLARKE:  
22 Thank you, Councilman.

23 One quick question. And I  
24 don't think any of you were -- maybe,  
25 Duane, you were around. There was an

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 action taken at some point, I guess,  
3 either leading up to this  
4 Administration -- I think we actually  
5 participated -- where we eliminated the  
6 ability to do sole source contracts.

7 MS. DOWD-BURTON: Yes.

8 COUNCIL PRESIDENT CLARKE:

9 Particularly for professional services.  
10 And the question is, because I know that  
11 a number of other municipalities -- and  
12 people like to reference Atlanta where  
13 the mayor had the ability to sole source  
14 contracts, and that mayor was very  
15 aggressive in sole sourcing contracts to  
16 minority companies, organizations and  
17 highly touted as very aggressive.

18 Could you say that that in fact  
19 limited our ability to get a significant  
20 level playing field by this process where  
21 you got to RFP everything and the people  
22 that tend to get the contracts are the  
23 ones that always got the contracts?  
24 What's your perspective on that?

25 MS. DOWD-BURTON: President

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           Clarke, thank you for asking that  
3           question, because in the beginning of the  
4           establishment of legislation that led to  
5           the Minority Business Enterprise Council,  
6           we had contracts that were less than 1  
7           percent being awarded to minority and  
8           women-owned businesses. In the  
9           introduction of the legislation, which  
10          was more than 30 years ago, we were given  
11          the tools of being able to work in  
12          sheltered markets. That is to say, if we  
13          had a certain number of minorities in a  
14          particular market class, we could shelter  
15          that particular commodity so only  
16          minorities could bid in that category of  
17          goods and services.

18                   COUNCIL PRESIDENT CLARKE:

19          Right.

20                   MS. DOWD-BURTON: And the same  
21          thing for women, sheltering.

22                   In 1990, Judge Bechtle ruled  
23          against the City to say that the City  
24          needed to have a very narrow, tailored  
25          remedy.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 COUNCIL PRESIDENT CLARKE: All  
3 due respect, I'm not talking about that.  
4 I know about that. Thank you for the  
5 history. I'm talking about the ability  
6 to do sole source contracts in prior  
7 years and then there was the legislation  
8 introduced that essentially -- and  
9 Charter change that essentially  
10 eliminated the ability to do that, and  
11 under the Street Administration, I  
12 remember that they had the ability to do  
13 a number of sole source contracts and  
14 then there were some challenges with  
15 respect to some of the individuals who  
16 received those contracts and then people  
17 started claiming corruption and  
18 everything else, and then there was this  
19 push towards eliminating that. And I  
20 think there's a direct correlation in  
21 that and our ability not to have a  
22 significantly high level of professional  
23 services in particular contracts, and I'm  
24 not sure if you were --

25 MS. DOWD-BURTON: So --

1 4/14/15 - WHOLE - BILL 150162, etc.

2 COUNCIL PRESIDENT CLARKE:

3 That's what I'm talking about, that  
4 change in the policy.

5 MS. DOWD-BURTON: Sure.

6 COUNCIL PRESIDENT CLARKE:

7 Because as much as we like to talk about  
8 some of the opportunities, the reality is  
9 professional services is probably one of  
10 the lowest participation rates anywhere,  
11 not only in government but in the private  
12 sector also.

13 MS. DOWD-BURTON: Well, so the  
14 interesting thing about this  
15 Administration is, since 2011  
16 professional services and the  
17 participation of minority and women on  
18 those contracts have increased from 26  
19 percent to 36 percent as of Fiscal Year  
20 '14. And as of Fiscal Year '15 mid year,  
21 we're at 38 percent participation of  
22 minorities and women on professional  
23 services.

24 COUNCIL PRESIDENT CLARKE: Is  
25 that total minority and women?

1 4/14/15 - WHOLE - BILL 150162, etc.

2 MS. DOWD-BURTON: Yes, total  
3 dollars.

4 COUNCIL PRESIDENT CLARKE: Can  
5 you break that out for me because --

6 MS. DOWD-BURTON: Yes.

7 COUNCIL PRESIDENT CLARKE: -- I  
8 think you know why I'm asking for the  
9 specific breakdown on that.

10 MS. DOWD-BURTON: We'll be  
11 happy to share that with you. And  
12 also --

13 COUNCIL PRESIDENT CLARKE: MBE  
14 and WBE.

15 MS. DOWD-BURTON: Correct. And  
16 we will also share that if you look at  
17 our registry -- and our registry is  
18 automated so that you can download our  
19 registry into an Excel spreadsheet and  
20 actually see that the majority of the  
21 companies registered with the City of  
22 Philadelphia are in the area of  
23 professional services, which allows us to  
24 place more aggressive participation goals  
25 in professional services and also

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 actively encourage companies to bid and  
3 win contracts as prime.

4 COUNCIL PRESIDENT CLARKE:  
5 Okay. Can you provide that information.

6 MS. DOWD-BURTON: Absolutely.  
7 We'll be happy to.

8 COUNCIL PRESIDENT CLARKE:  
9 Again, broken down WBE and MBE.

10 MS. DOWD-BURTON: Correct.

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

13 The Chair recognizes Councilman  
14 Jones.

15 COUNCILMAN JONES: Thank you,  
16 Mr. Chair, Mr. President. I appreciate  
17 it.

18 A couple of questions. And  
19 thank you for your service over the four  
20 years, and, Duane, you're the strong  
21 silent member of the cast, but we  
22 appreciate you coming over the years for  
23 some of the harder hearings that you've  
24 had to defend the Administration's  
25 position on. But sincerely, thank you

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 for your service. Hopefully it will  
3 continue in some capacity.

4 A couple of questions. What is  
5 our current vacancy rate for commercial  
6 office space in the City of Philadelphia?

7 MR. GREENBERGER: I'm going  
8 from memory here, but it's just under 10  
9 percent, I think.

10 COUNCILMAN JONES: Ten percent?  
11 What is the number of new conversions  
12 from commercial office space to  
13 residential use?

14 MR. GREENBERGER: I don't know  
15 off the top of my head. It has slowed  
16 down because there were so many  
17 buildings --

18 COUNCILMAN JONES: So not new.  
19 I take new back.

20 MR. GREENBERGER: No. I know  
21 what you mean. You mean former offices  
22 that were converted to residences.

23 COUNCILMAN JONES: Right.

24 MR. GREENBERGER: And that  
25 conversion rate has slowed down because

1 4/14/15 - WHOLE - BILL 150162, etc.

2 so many of them were done --

3 COUNCILMAN JONES: What was it?

4 MR. GREENBERGER: I don't know

5 the answer. I'll have to get the

6 numbers.

7 COUNCILMAN JONES: What is the

8 vacancy rate in our industrial parcels

9 that we have in our industrial zones?

10 MR. GREENBERGER: We're going

11 to have to get back to you on that. I'm

12 sorry.

13 COUNCILMAN JONES: What is

14 the --

15 MR. GREENBERGER: By the way,

16 it's probably a low number, at least of

17 the bona fide industrial zones, but I

18 don't know what it is.

19 COUNCILMAN JONES: I really

20 need to quantify it because we want to

21 see where we are, where we're going over

22 the next couple of years, and whether

23 we've been effective on that. So can you

24 provide those answers to the call of the

25 Chair.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 MR. GREENBERGER: Sure.

3 COUNCILMAN JONES: What's the  
4 vacancy ratio of businesses on Cecil B.  
5 Moore Avenue?

6 MR. GREENBERGER: I think he's  
7 asking you.

8 COUNCIL PRESIDENT CLARKE: Are  
9 you asking me?

10 COUNCILMAN JONES: No.  
11 I'm asking you.

12 MR. GREENBERGER: You're  
13 looking that way.

14 COUNCILMAN JONES: I know.  
15 That's his corridor.

16 COUNCIL PRESIDENT CLARKE: I  
17 think there was a reason he was looking  
18 at me.

19 MR. GREENBERGER: No. I  
20 understand why he was looking at you. I  
21 thought maybe he thought you knew the  
22 answer.

23 COUNCIL PRESIDENT CLARKE:  
24 Well, he asked you the question.

25 MR. GREENBERGER: Do you have

1 4/14/15 - WHOLE - BILL 150162, etc.

2 that information?

3 MS. FEGELY: I don't.

4 COUNCILMAN JONES: What's the  
5 vacancy ratio of commercial businesses on  
6 Wadsworth Avenue?

7 MR. GREENBERGER: I don't know  
8 those numbers off the top of my head.

9 COUNCILMAN JONES: What's the  
10 vacancy ratio of commercial businesses on  
11 Frankford Avenue?

12 MR. GREENBERGER: I'm not going  
13 to be able to give you numbers --

14 COUNCILMAN JONES: On any of  
15 them I say?

16 MR. GREENBERGER: Probably,  
17 because I just don't have them at hand,  
18 but we can get them.

19 COUNCILMAN JONES: No. The  
20 point is that you should have them. Just  
21 like you know the vacancy ratio maybe at  
22 the airport, do you know that?

23 MR. GREENBERGER: I don't.

24 COUNCILMAN JONES: Okay. Well,  
25 you should know because you just said in

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           your testimony that commercial corridors  
3           are the reflection of the neighborhoods  
4           that they reside in. Okay? So would you  
5           provide that to the President and to the  
6           respective Councilpeople whose districts  
7           those commercial corridors are in.

8                     MR. GREENBERGER: Happy to.

9                     COUNCILMAN JONES: What is the  
10          number of small businesses that were  
11          financed last year through municipal  
12          financing such as PIDC?

13                    MR. GREENBERGER: I'm going to  
14          have to get you the number, but --

15                    COUNCILMAN JONES: What's the  
16          number of minority businesses that were  
17          financed this year through PIDC?

18                    MR. GREENBERGER: I'll get you  
19          a number.

20                    COUNCILMAN JONES: What's the  
21          number of female businesses?

22                    MR. GREENBERGER: I'll get you  
23          that number.

24                    COUNCILMAN JONES: Okay. You  
25          want to just -- you want to get a sign,

1 4/14/15 - WHOLE - BILL 150162, etc.

2 say, I'll get you that, because I'm going  
3 to go through it.

4 What is the number of  
5 municipally owned property transferred to  
6 small businesses by various departments  
7 such as Redevelopment Authority?

8 MR. GREENBERGER: Wait. Say  
9 the question again.

10 COUNCILMAN JONES: How many  
11 properties that we, the City, have given  
12 to or sold to small businesses in the  
13 City of Philadelphia this year or last  
14 year.

15 MR. GREENBERGER: We'll have to  
16 get you a number.

17 COUNCILMAN JONES: All right.  
18 So my point to you is, I know we're doing  
19 well downtown. I appreciate every new  
20 skyscraper, every new condo conversion.  
21 I saw in Squilla's district that they're  
22 going to have million-dollar condos, but  
23 I also want to be able to walk in my  
24 neighborhood to get bread, butter, milk,  
25 cheese, a newspaper or whatever it is

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 that the 100 commercial corridors in the  
3 City of Philadelphia have, and those  
4 questions that I've asked you are every  
5 bit as much important as a part of our  
6 economy as how many skyscrapers, how many  
7 condos that we've built.

8 So I'm going to relinquish  
9 this, but I do want to know those  
10 answers, because in other Administrations  
11 we had to come here prepared to give that  
12 testimony, and I don't want us to  
13 equivocate on that responsibility. I  
14 know we got big-picture things like the  
15 Pope is coming, but he's got to live  
16 somewhere, and I'd like him to see some  
17 commercial corridors, and there are over  
18 100 in neighborhoods and around the City  
19 of Philadelphia, and regular people that  
20 go to work every day, some of them never  
21 get to come downtown, maybe once or twice  
22 a year, but every day or every other day  
23 have to visit those corridors. So I need  
24 to have that kind of information, and  
25 I'll wait for it.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 But if not, we'll call him back  
3 to specifically go into that kind of  
4 microeconomic analysis.

5 MR. GREENBERGER: Happy to.

6 COUNCILMAN JONES: Thank you,  
7 Mr. Chair.

8 COUNCIL PRESIDENT CLARKE:  
9 Thank you, Councilman.

10 Real quick. PCDC, Councilman  
11 referred to prior Administrations. They  
12 were primarily responsible for  
13 neighborhood commercial corridors and  
14 probably have that level of detail. What  
15 agency replaced PCDC?

16 MR. GREENBERGER: The loan  
17 managers were incorporated into PIDC and  
18 they make the loans through PIDC now.

19 COUNCIL PRESIDENT CLARKE:  
20 Okay. But PCDC was a little more  
21 engaging than just simply loans. I mean,  
22 they were -- Councilman, correct me if  
23 I'm wrong -- they essentially had  
24 assignments to commercial corridors, and  
25 you literally could know everybody on the

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 block.

3 MR. GREENBERGER: Yeah. The  
4 loans were incorporated to PIDC. The  
5 technical assistance work was  
6 incorporated into Commerce.

7 COUNCIL PRESIDENT CLARKE: So  
8 that's in Commerce now? Okay.

9 COUNCILMAN JONES: So,  
10 Mr. President, if I may, point of  
11 information.

12 If indeed we are talking about  
13 the City of Philadelphia, then Germantown  
14 and Cheltenham is as important as Chestnut  
15 Street, and if I ask what was the vacancy  
16 ratio on Chestnut Street, somebody in  
17 here knows what it is, because it's on a  
18 comeback. I mean, there is good news. I  
19 don't --

20 MR. GREENBERGER: By the way, I  
21 don't know what it is on Chestnut Street.

22 COUNCILMAN JONES: I'm just  
23 saying there is good news, but I don't  
24 know if that trickled down meaning the  
25 same thing. I know on Market Street

1           4/14/15 - WHOLE - BILL 150162, etc.  
2       between 63rd and 52nd there's a 40  
3       percent vacancy ratio since the  
4       construction of the El. What efforts  
5       have been made to revitalize that? It  
6       speaks to your Philadelphia Community  
7       Sustainability initiative. We need to  
8       target some of their vast resources, some  
9       of their marketing. I'd like a City Blue  
10      or some of those boutique national firms  
11      that are now coming in and looking at  
12      Philly and giving them a second look. I  
13      don't want their first rung. Give me  
14      your second-rung gear. Give me the stuff  
15      that didn't sell the first year, put it  
16      down in the neighborhoods at an  
17      affordable price point. But what I need  
18      to have is a strategy.

19                Don't get it wrong, some of the  
20      folks in your Commerce Department are  
21      doing a hell of a job. They remade 54th  
22      Street. You should know that. They  
23      remade 75th and Haverford, and I'm  
24      thankful for that, but that should be in  
25      your testimony. That should be as

1 4/14/15 - WHOLE - BILL 150162, etc.

2 important as the Navy Yard.

3 Thank you, Mr. President.

4 COUNCIL PRESIDENT CLARKE: I

5 agree, Councilman. We have more

6 commercial corridors -- I actually even

7 have more commercial corridors than

8 skyscrapers and I have pretty much all

9 the skyscrapers in my district.

10 PIDC since that's been

11 referenced in your testimony and your

12 responses, are they here today?

13 MR. GREENBERGER: I do not see

14 them. Sorry.

15 COUNCIL PRESIDENT CLARKE:

16 They're not here? Are they a part of any

17 testimony with respect to the

18 departments? And I say that because PIDC

19 is an even larger part of the

20 commerce-related world, and I do have

21 some issues with PIDC, as I've indicated

22 to you before, this quasi government

23 entity that controls a significant amount

24 of resources and is not a part of

25 government, for all intents and purposes.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 I just fundamentally have a problem with  
3 that.

4 Are they going to be available  
5 to testify at any point or can we not  
6 require them since they're not --

7 MR. GREENBERGER: No, no. I  
8 can certainly ask them to do that.

9 COUNCIL PRESIDENT CLARKE: All  
10 right. Okay. Because I want to talk  
11 about just generally the makeup of PIDC,  
12 the Board, who sits on the Board, who  
13 gets appointed to the Board, the whole  
14 nine yards, who makes decisions, is there  
15 any level of transparency with respect to  
16 the decision-making process. I know they  
17 have the meeting and then they have a  
18 meeting, and the question is -- I've  
19 always had some concerns about that. Not  
20 the people that work there. They're  
21 hard-working people, but just this whole  
22 approach to having --

23 MR. GREENBERGER: I understand.

24 COUNCIL PRESIDENT CLARKE: --  
25 this entity over here that kind of

1 4/14/15 - WHOLE - BILL 150162, etc.

2 controls all of the, quote/unquote, big  
3 money. Thank you.

4 The Chair recognizes Councilman  
5 Oh.

6 COUNCILMAN OH: Thank you very  
7 much, Council President.

8 Good morning.

9 MR. GREENBERGER: Good morning.

10 COUNCILMAN OH: I only have  
11 just one small topic to talk about. The  
12 Governor's proposed budget has a decrease  
13 in the Philadelphia wage tax. I don't  
14 have the exact number. I think it goes  
15 from 3.92 to something like 3.54.

16 MR. GREENBERGER: Something  
17 like that. It's a half a point drop, I  
18 think.

19 COUNCILMAN OH: And I had  
20 introduced a bill on a wage tax that  
21 takes the wage tax from 3.92 to 2.09, but  
22 the drop in the wage tax, the majority of  
23 it doesn't have anything to do with the  
24 City. It just has to do with the fact  
25 that when the PICA portion of the wage

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           tax concludes, that that portion of the  
3           wage tax is done away with. In other  
4           words, it doesn't remain as a new tax or  
5           an additional wage tax. It just is done  
6           away with, it terminates.

7                     To your understanding with  
8           Governor Wolf's proposal -- and it's  
9           maybe not a fair question, but if you  
10          have some insights -- what is his plan  
11          about the 1.54 percentage of the wage  
12          tax, the PICA portion of the wage tax?  
13          Does that remain or does that terminate?

14                    MR. GREENBERGER: I'm afraid  
15          you're way out of my knowledge base here.

16                    (Witness approached witness  
17          table.)

18                    COUNCILMAN OH: There's Rebecca  
19          Rhynhart.

20                    MR. GREENBERGER: But Rebecca  
21          Rhynhart --

22                    COUNCILMAN OH: Rebecca to the  
23          rescue.

24                    MS. RHYNHART: Rebecca  
25          Rhynhart, Budget Director.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 The Governor's proposal to  
3 reduce the wage tax, the resident wage  
4 tax, from 3.9 down to about -- it would  
5 go to 3.48 in 2017 and then down to 3.36  
6 in 2020, and we would -- they would make  
7 us whole by giving us tax relief for  
8 those reductions. So that's a difference  
9 also to the bill that you had proposed  
10 that you mentioned earlier. Obviously we  
11 would need to have some sort of -- the  
12 funds replenished in order to be able to  
13 have these types of tax reductions under  
14 the Governor's budget, which he allows  
15 for.

16 But in terms of the PICA  
17 portion, the PICA portion at 1.5 percent  
18 stays in place until the PICA bonds are  
19 fully defeased, which I believe is in  
20 2023.

21 COUNCILMAN OH: Right.

22 MS. RHYNHART: So that is not  
23 an issue or not relevant, I would say, to  
24 the Governor's proposal. So the  
25 Governor -- that 1.5 percent would

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 still -- would go away in either  
3 situation, but the base rate would be  
4 lower under the Governor's proposed plan.  
5 Does that make sense?

6 COUNCILMAN OH: It does make  
7 sense. I mean, I will say that I didn't  
8 propose a cut without replacing the  
9 money. I just didn't replace it with  
10 additional tax money. However, I am  
11 interested because I believe that the  
12 Deputy Mayor of Economic Development and  
13 pretty much anybody that I know, even  
14 though we would drop it from basically 4  
15 percent to 2 percent, it's still a 2  
16 percent wage tax that we have that our  
17 competitors -- I call them competitors,  
18 our neighbors -- and others don't have.  
19 So if it is possible to identify the  
20 removal of the 1.54 -- I believe it's  
21 1.54 -- PICA portion of the wage tax, I  
22 think that would clarify that that tax is  
23 not somehow going to remain and be  
24 converted into another type of tax.

25 It just -- so what you're

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           saying is that in the Governor's proposed  
3           budget, it doesn't really do -- it  
4           doesn't identify anything about the PICA  
5           portion of the wage tax other than what's  
6           naturally going to happen as we pay off  
7           the bonds and then it disappears?

8                   MS. RHYNHART: That's correct.  
9           And in order for -- that will probably be  
10          a discussion held in this room in 2022  
11          about what to do with that 1.5 percent.  
12          It is scheduled to sunset. So it is  
13          scheduled to go away.

14                   COUNCILMAN OH: Right. I bring  
15          it up because some people would like to  
16          keep it and convert it into another tax.  
17          I'm not saying that's a bad idea. I  
18          disagree with the idea, but there hasn't  
19          been, up until now at least from my  
20          perspective, a clarification that the  
21          intention is to see that the tax is done  
22          away with altogether when it sunsets.

23                   MS. RHYNHART: Well, I think  
24          that is what's on the books right now.  
25          So I can't speak to what ideas or beliefs

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           will be held at that point, but, yes,  
3           it's scheduled to sunset.

4                   COUNCILMAN OH: Okay. So I  
5           would think that basically since it's  
6           going to sunset in 2023, that it will be  
7           part of our marketing and part of  
8           planning for businesses. We talked about  
9           some of the other efforts that we're  
10          doing, that people would figure out that  
11          basically a larger portion of the wage  
12          tax, 1.5, is going to be gone in 2023 as  
13          opposed to this smaller portion of point,  
14          whatever it is, 4 something that the  
15          Governor has proposed or that even I have  
16          proposed. Three times larger portion  
17          would be the conclusion of the PICA tax,  
18          and it will be important, I think, to let  
19          people know - businesses, investors -  
20          that we're going to see a sharp reduction  
21          in the wage tax.

22                   MS. RYHNHART: I hear you. I  
23          think what is also important, though, is  
24          what's going to happen next year and the  
25          year after to encourage businesses to

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 come here, because I think -- and Alan  
3 could speak to this. Definitely I'm  
4 going beyond my knowledge base, but I  
5 would think that businesses would be more  
6 interested in what the current tax rate  
7 is for the coming year than a projection  
8 for many years out. But I am outside of  
9 my league at this point, so I will stop  
10 talking.

11 COUNCILMAN OH: I think so. I  
12 think Alan will agree that businesses  
13 would like to see and predict the future  
14 and have consistency in predictability in  
15 terms of their investment and whether  
16 they should or should not remain or  
17 expand or come to Philadelphia.

18 MR. GREENBERGER:  
19 Predictability is critical. My  
20 hesitation would be a lot can happen in  
21 eight years. I wouldn't want to be  
22 running around saying that that's going  
23 to happen eight years from now, because I  
24 don't think any of us can feel assured  
25 that that is what's going to happen.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 Maybe when it's two and three years out,  
3 we'd feel better about it, but I think  
4 eight years is an awful long time. But  
5 your point is well taken. I mean, if it  
6 was in fact predictable and assured, it  
7 would be a great thing to be marketing.

8 COUNCILMAN OH: So I'm just  
9 going to say and conclude with this, that  
10 I think it is important for us to  
11 conclude the 1.54 percentage of PICA and  
12 not convert it into another tax. I think  
13 it ends, it's done, and I think any  
14 equivocation on that is problematic, from  
15 my perspective, and it also affects what  
16 I think about what the Governor is  
17 proposing if it isn't clear what happens  
18 to that 1.54 portion of the wage tax.

19 All right. Thank you.

20 MR. GREENBERGER: Thank you.

21 COUNCIL PRESIDENT CLARKE:

22 Thank you, Councilman.

23 The Chair recognizes  
24 Councilwoman Quinones-Sanchez.

25 COUNCILWOMAN SANCHEZ: Thank

1 4/14/15 - WHOLE - BILL 150162, etc.

2 you, Mr. Chair.

3 I know Council President has  
4 talked around some of the reorg  
5 potentially around the Commerce  
6 Department. I wanted to just get some  
7 better understanding and request the  
8 numbers. We requested it out of the  
9 Department of Housing and Community  
10 Development. Can we get a breakdown of  
11 the percentage of money from the Commerce  
12 Department that is CDBG and how much is  
13 General Fund?

14 MR. GREENBERGER: Yeah.

15 COUNCILWOMAN SANCHEZ: Do you  
16 know what those numbers are?

17 MR. GREENBERGER: There is  
18 roughly -- well, just CDBG by itself  
19 is -- I'm going to include in that  
20 CDBG -- well, it's mostly CDBG -- is  
21 about 9 point something million. I can  
22 get you a better number, of which about  
23 10 percent supports Commerce staff and  
24 the rest is in programs.

25 COUNCILWOMAN SANCHEZ: And then

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 from the General Fund?

3 MR. GREENBERGER: The General  
4 Fund budget, I have to peel it back for  
5 you, but it's basically -- let me just  
6 look on my page here. It's approximately  
7 3.1 million.

8 You know what? Sorry. We're  
9 looking at the wrong spot.

10 COUNCILWOMAN SANCHEZ: I'm  
11 looking at Page 5.

12 MR. GREENBERGER: Sorry. The  
13 General Fund money is a little over 22  
14 million, and I'm going to peel it all  
15 back for you. So 1.9 million of that is  
16 in Class 100. That's staff. There is a  
17 small amount, \$26,000, for toner  
18 cartridges and things like that. Five  
19 hundred thousand dollars is contribution.  
20 That's supporting operations of DRWC.

21 COUNCILWOMAN SANCHEZ: Of who?

22 MR. GREENBERGER: Delaware  
23 River Waterfront Corp.

24 And there's 19 million in  
25 what's called purchase of services. That

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 includes \$15 million that goes to the  
3 Convention Center every year. So that's  
4 simply a passthrough number.

5 COUNCILWOMAN SANCHEZ: How is  
6 that a passthrough?

7 MR. GREENBERGER: It was set up  
8 as -- isn't it --

9 COUNCILWOMAN SANCHEZ: Is that  
10 money we get from the state?

11 MR. GREENBERGER: Yeah. This  
12 is debt service on the Convention Center.

13 COUNCILWOMAN SANCHEZ: It's our  
14 portion of the debt service on the  
15 Convention Center?

16 MR. GREENBERGER: Yeah. It  
17 just passes through Commerce's budget.  
18 We don't do anything with it other than  
19 pass it along.

20 That leaves \$4.7 million  
21 roughly, of which a little over 3 goes to  
22 PIDC that is carrying more Commerce staff  
23 and is also carrying contracted work with  
24 various ethnic Chambers of Commerce and  
25 so on.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 COUNCILWOMAN SANCHEZ: Can you  
3 give us, going back to Council President  
4 and Councilman Jones's point, can you  
5 give us a diagram that shows us who are  
6 we paying for that is seated at PIDC.

7 MR. GREENBERGER: Sure.

8 COUNCILWOMAN SANCHEZ: And what  
9 their positions are.

10 MR. GREENBERGER: Yeah. Sure.  
11 No problem.

12 COUNCILWOMAN SANCHEZ: I think  
13 that would help clarify that.

14 One of the things that we've  
15 been talking about and we asked Deborah  
16 McColloch, there's been a backlog of some  
17 of the capital programs that Commerce is  
18 overseeing. Can we get a breakdown? So  
19 we have CDBG money tied back several  
20 years. Can we get a report of the status  
21 of those projects, which ones are going  
22 to happen, which ones haven't happened  
23 and why, do we need to pull any of that.  
24 We've been talking about the restrictions  
25 around CDBG funding, and every year we

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 get a report and we're like ten years  
3 behind on some of that, and some of that  
4 I noticed was in Commerce line items. So  
5 can you give us an update --

6 MR. GREENBERGER: Sure.

7 COUNCILWOMAN SANCHEZ: -- so  
8 when she does the Con Plan, before she  
9 submits the Con plan, that we have that.

10 One of the issues that's come  
11 up here is the restriction of CDBG money  
12 in terms of your projects. Can you tell  
13 me quickly what are the limitations to  
14 utilizing CDBG money for your Commerce  
15 activities.

16 MR. GREENBERGER: If I might,  
17 I'll do it through an example. We run  
18 something called Storefront Improvement  
19 Program, which is doing a lot of very  
20 small-scale renovations in commercial  
21 corridors throughout the City. Most of  
22 the Storefront Improvement Program is  
23 supported by CDBG dollars. We were  
24 informed by the federal government that  
25 those dollars now have to be spent using

1           4/14/15 - WHOLE - BILL 150162, etc.  
2       prevailing wage, which is something that  
3       hadn't occurred in the past, and many of  
4       the small contractors, who are often  
5       neighborhood contractors, have very  
6       little experience with things like  
7       prevailing wage. So there's a very big  
8       bureaucratic leap that they have to take.  
9       Part of the reason for this is that the  
10      prevailing wage requirements are based on  
11      dollar value of projects that were set --  
12      are you ready -- in 1931, and that dollar  
13      value -- so it was \$2,000 in 1931. It  
14      has never been adjusted for inflation.  
15      So basically in 1931, you could exclude  
16      from the prevailing wage any project  
17      under \$2,000. That makes doing these  
18      projects very difficult, and we had to  
19      retool the program because of this order  
20      from the federal government.

21               We suspended it for, I think,  
22      two months last year to just get the new  
23      regulations in place, get the word out,  
24      and we've seen a falling off of  
25      applications, partly as a result of that

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           and partly because we had to stop the  
3           program to retool the regulations. I'm  
4           not sure whether it will come back  
5           strong, but I think the more important  
6           point is that we have to spend more per  
7           project than we had in the past, and many  
8           small contractors just don't want to go  
9           near it. So it's become a problem.

10                   COUNCILWOMAN SANCHEZ: We'd  
11           like to get an update of what of the CDBG  
12           funding restrictions on your projects,  
13           outline what they are. You talked about  
14           the Storefront. Any other activities  
15           that you're doing? What else attributes  
16           to the backlog that you guys have? I  
17           mean, I guess what I'm getting at is, is  
18           your staff overseeing some of these  
19           capital projects too time-consuming that  
20           they're delayed?

21                   MR. GREENBERGER: Karen Fegely  
22           will speak to this in a minute, but just  
23           to give you a sort of idea of what's out  
24           there particularly around the commercial  
25           corridors, last year we funded 14

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 organizations that work on corridors  
3 throughout the City. These are things  
4 like corridor cleaning, in which we  
5 invested \$650,000 to fund 17 different  
6 organizations. There's also \$179,000  
7 from DCED from the state for planning  
8 grants and another \$200,000 from old PCDC  
9 funds that were used for implementation  
10 projects. So we've made approximately 25  
11 grants over two years for corridor  
12 projects around the City.

13 The Storefront Improvement  
14 Program was 58 projects last year, 21 for  
15 something called InStore, which was  
16 renovations in the store itself. Some of  
17 the -- just two other things. Some of  
18 the highlighted projects were Germantown  
19 and Erie LED light fixtures, North Broad  
20 Street lighting which was going in,  
21 Germantown and Lehigh, North 22nd Street,  
22 Stenton Avenue, which are ready to start  
23 construction. Projects that are in  
24 design and engineering include Maplewood  
25 Mall in Germantown, 2nd Street Plaza,

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 Passyunk and Morris, and Ridge Avenue in  
3 East Falls. And projects that are ready  
4 to start design engineering include  
5 American Street, West Girard, North 52nd  
6 Street greenway, lighting under the El  
7 and Frankford in K&A commercial areas,  
8 Cottman Avenue, and West Girard  
9 streetscape. That's a lot of projects  
10 that are moving through the system in  
11 various phases.

12 Karen, would you want to  
13 comment.

14 MS. FEGELY: I think you  
15 covered it.

16 I guess I would -- if you don't  
17 mind clarifying, Councilwoman. You were  
18 asking about a backlog. Is it CDBG  
19 projects or capital projects?

20 COUNCILWOMAN SANCHEZ: Both.  
21 I'm asking about -- and my time is up.  
22 I'm asking about whether that's the best  
23 utilization of your staff time in light  
24 of the fact that these projects are so  
25 delayed. I'm trying to get to the

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 efficiency. Are we better off utilizing  
3 our external stakeholders to manage some  
4 of these projects? I just think that  
5 this whole process is cumbersome, so I  
6 want to decipher is it the funding or is  
7 it our management structure?

8 MS. FEGELY: And we welcome --  
9 we're always trying to tweak and become  
10 as efficient as possible. I don't  
11 believe we have -- I mean, if the  
12 backlog -- if you're referring to capital  
13 projects, those projects do take a long  
14 time, and I know you hear this every  
15 year. They take two to three years to do  
16 a streetscape project from beginning to  
17 end, and that's the time. And we've  
18 looked at -- in some cases we have  
19 granted the funds out to a third-party  
20 organization. We haven't found that that  
21 makes it move any quicker.

22 COUNCILWOMAN SANCHEZ: So is  
23 that because of the funding source and  
24 how it has to be accounted for? I want  
25 to get to the --

1 4/14/15 - WHOLE - BILL 150162, etc.

2 MS. FEGELY: No. In those  
3 cases those are not CDBG-funded projects.  
4 Those are City capital-funded projects.  
5 And I really believe that the process  
6 is -- it involves multiple levels of  
7 review, multiple levels with --  
8 coordination with multiple agencies and  
9 departments, including when we do a  
10 project, there's a lot of community  
11 outreach and getting the stakeholder  
12 groups involved, and it can be slow, but  
13 I think it's --

14 COUNCILWOMAN SANCHEZ: It's  
15 very slow. It's very frustrating. We  
16 got to be able to do it better. I'm  
17 trying to figure out where the burdens  
18 that we issue and we put on ourselves or  
19 is there a better streamlined way that we  
20 can work with our commercial corridor  
21 partners to get boots on the ground,  
22 money on the ground. That's what I'm  
23 asking. So I want to know if it's not a  
24 funding issue, it's capital. What of our  
25 structure makes these projects take so

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           long? I mean, it's taken me five years  
3           to get a project off the ground. There  
4           has to be something better for us to do  
5           from the point of getting it in the  
6           budget, let alone carrying it out.  
7           That's what I'm trying to understand.

8                   MS. FEGELY: Well, and one of  
9           things -- and it was brought up during  
10          the Capital Budget hearing -- is, we have  
11          begun to look more at doing what I'm  
12          calling sort of a la carte capital  
13          projects. Councilman Jones helped us  
14          sort of coordinate this and the stuff we  
15          did on 54th Street and Haverford Avenue  
16          where we can look at instead of designing  
17          and engineering a full project and  
18          ripping up all the sidewalks, can we just  
19          go in and do the lighting, can we go in  
20          and do the bus shelters, and can we go  
21          and do pieces of a project that can  
22          happen much more quickly. And we've been  
23          successful doing that in a few areas and  
24          we're going to look to do that in a few  
25          more.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 COUNCILWOMAN SANCHEZ: I know  
3 my time is up and I'm taking it, but I'm  
4 just very frustrated around this process.  
5 I'm trying to figure out a better way of  
6 doing this. Again, my -- I'll come back.

7 COUNCIL PRESIDENT CLARKE:  
8 Councilwoman, we all share your  
9 frustration.

10 The Chair recognizes Councilman  
11 Neilson.

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

14 I want to go back about -- the  
15 Councilwoman talked about you suspending  
16 a program and you mentioned that it was  
17 due to laws from 1931 that you suspended  
18 it because you just found out about them,  
19 which is the Davis-Bacon Act of the  
20 federal government or the Pennsylvania  
21 Prevailing Wage Act. Is this a new law  
22 that you just found out? I mean, so is  
23 it your testimony here today that you've  
24 been breaking this since 1931? We  
25 haven't been in compliance? I mean, what

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 you said is you suspended it because they  
3 made new rules.

4 MS. FEGELY: Right.

5 COUNCILMAN NEILSON: These  
6 rules have been in effect since the early  
7 1900s and it's something the federal  
8 government does. That's to make certain  
9 that your department doesn't give the  
10 contracts to your brother-in-law or  
11 something like that. That's why. And to  
12 make sure that you utilize a local  
13 workforce and you pay a prevailing wage,  
14 which is based on the community.

15 So is it your testimony here  
16 today -- and it's a quick yes or no --  
17 that you've not been in compliance with  
18 both the federal and state Prevailing  
19 Wage Act during this Administration?

20 MS. FEGELY: No, that's not  
21 correct.

22 COUNCILMAN NEILSON: So you  
23 have been in compliance. So that's not  
24 what held these projects up. So the  
25 projects were not being held up as we

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 were just testifying to, that they  
3 weren't being held up due to the  
4 prevailing wage requirements and the  
5 Davis-Bacon Act?

6 MS. FEGELY: Our program was  
7 designed in such a way that we had been  
8 advised that we were in compliance with  
9 the Davis-Bacon Act. We were separating  
10 out and paying using the CDBG, the  
11 federal funds, to pay for the materials  
12 part of the portion of the project, and  
13 we had been advised that that was  
14 appropriate and correct. We were  
15 recently advised in the fall that that  
16 did not meet all of HUD's requirements  
17 and they wanted us to apply the  
18 Davis-Bacon Act to the project in its  
19 entirety. So as soon as we got that  
20 notification, that was when we sort of  
21 halted the program and went back and  
22 reworked our guidelines and our  
23 application.

24 COUNCILMAN NEILSON: And that  
25 notification was due to your violating

1 4/14/15 - WHOLE - BILL 150162, etc.

2 the Act? I mean, someone had to bring  
3 that to your attention, right?

4 MS. FEGELY: Actually, it came  
5 up because we started our new program  
6 called InStore, which is the business  
7 attraction grants to do the inside of the  
8 store and we were designing sort of the  
9 guidelines in the process for that, and  
10 in doing that and in speaking with our  
11 Labor Standards Unit and with HUD, it  
12 sort of -- they called to our attention  
13 the way we needed to apply Davis-Bacon to  
14 that program, and then it made us take a  
15 second look at our Storefront Improvement  
16 Program.

17 COUNCILMAN NEILSON: Thank you.  
18 Today we've heard a lot of the  
19 Councilmembers' concern on our commercial  
20 corridors, and we talked a little bit  
21 about the vacancies and stuff like that,  
22 and every community deserves a Main  
23 Street or a Market Street that the  
24 community can walk down. I think it's  
25 important. And today we've heard that

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 we've had a lot of success rates on doing  
3 this.

4 How do you measure success  
5 within the department? I mean, how do  
6 you actually determine that -- we heard  
7 like somebody has a 40 percent -- the  
8 Councilman has a 40 percent vacancy rate  
9 on his commercial corridor, but I'm  
10 certain that when we get the list from  
11 the department, you're going to show us  
12 some success there.

13 How do you measure success so  
14 we can measure it in real values and tie  
15 it into our Philadelphia Community  
16 Sustainability initiative, which the  
17 Council President puts right up there to  
18 remind everybody. And before you answer  
19 that, because I know I'm going to run out  
20 of time. I know you did this nice chart  
21 over there and you referred to it a few  
22 times. After you're done and before the  
23 next question, maybe the President will  
24 give us some time to really explain what  
25 it is, because I know we can't see it

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           from here and there hasn't been a  
3           handout. I looked in your testimony,  
4           your budget book. You haven't handed  
5           anything out. So maybe you could explain  
6           what that chart does since someone went  
7           through so much trouble to design it.

8                     MS. FEGELY: Do you want the  
9           chart first or the vacancy?

10                    COUNCILMAN NEILSON: I'd like  
11           to see the measured success. I think all  
12           of us are excited to hear about how you  
13           measure compare to what we call successes  
14           in our communities.

15                    MS. FEGELY: It's an excellent  
16           question and it's one we're always  
17           dealing with and trying to make sure that  
18           we're doing that and holding ourselves  
19           accountable and measuring return on  
20           investment.

21                    Vacancy is in fact the best  
22           number we've come up with for measuring  
23           change. However, the change in these  
24           neighborhoods does take time, and so we  
25           do it -- on a year-to-year basis, it's

1       4/14/15 - WHOLE - BILL 150162, etc.  
2       really hard to tell. I can give -- I  
3       wasn't able to -- we weren't able to  
4       answer the specific vacancy rates on the  
5       corridors. We do have that data in our  
6       office. I can tell you average for the  
7       City for all kinds of our commercial  
8       corridors, all types citywide is about 17  
9       percent. In our neighborhood commercial  
10      corridors that we target through our  
11      department, the vacancy rate is about 19  
12      percent, way too high. But I will tell  
13      you that that's -- like the 2014 number,  
14      it's down from 2002-2003 based on the  
15      Planning Commission's Phila's shops  
16      survey. It's down from about 25 percent.  
17      So the corridors where we have active  
18      corridor management, the vacancy rate has  
19      come down over a ten-year period. And  
20      it's not good enough. We're continuing  
21      to work on that.

22               COUNCILMAN NEILSON: Thank you  
23      very much.

24               And then last, Mr. President,  
25      if we can get that chart explained. It's

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           been bugging me since they got here.  
3           Because I don't see it. Councilman Jones  
4           and I actually walked over to see what it  
5           was. So if we could have that explained  
6           to us to at least see what it is.

7                       MS. DOWD-BURTON: Councilman,  
8           thank you very much for your question.  
9           The chart is a snapshot of the history of  
10          the Nutter Administration's contribution  
11          as it relates to economic inclusion,  
12          which is measured in the contracts  
13          awarded to minority and women-owned  
14          businesses by the City as well as the  
15          quasi public agencies associated with the  
16          City government. And so what you have  
17          are the seven years and a projection of  
18          the end of the eighth year that totals up  
19          top. You'll see the years stacked. When  
20          you add them up, you'll see that we're  
21          closing in on and expect to exceed a \$2  
22          billion benchmark of contracts awarded to  
23          minority and women-owned businesses  
24          throughout this Administration.

25                      The bottom part of the chart is

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           one that measures from year to year,  
3           fiscal year -- we start Fiscal Year 2008  
4           through 2014, where our goal was actually  
5           25 percent minority and female  
6           participation on contracts. That goal  
7           has been in place for over 30 years.

8                     In Fiscal Year '13, we began to  
9           look at our participation goals  
10          differently.

11                    COUNCILMAN GOODE: Point of  
12          information.

13                    MS. DOWD-BURTON: What we said  
14          was --

15                    COUNCIL PRESIDENT CLARKE: Ms.  
16          Burton, hold on one second.

17                    Councilman Goode.

18                    COUNCILMAN GOODE: There has  
19          not been a goal of 25 percent for 30  
20          years. That's what you just said.

21                    MS. DOWD-BURTON: I said for  
22          over 30 years.

23                    COUNCILMAN GOODE: There has  
24          not been a goal of 25 percent for over 30  
25          years.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 MS. DOWD-BURTON: So how long  
3 would you say, Councilman?

4 COUNCILMAN GOODE: First of  
5 all, there were no goals during certain  
6 Administrations. There were no disparity  
7 studies done during most Administrations.

8 MS. DOWD-BURTON: Okay.

9 COUNCILMAN GOODE: And when  
10 disparity studies started, it wasn't  
11 until really the Street Administration  
12 through legislation I did. So there was  
13 not a 25 percent goal for 30 years.  
14 That's not a true statement.

15 MS. DOWD-BURTON: Okay. Well,  
16 I apologize for that. I just know that  
17 in 1984 when I came to work for the City  
18 as Procurement Commissioner, my goal was  
19 25 percent participation, and when I left  
20 in 1990 and came back in 2010, I was not  
21 aware that there was a gap in  
22 participation goals. So I apologize for  
23 that.

24 COUNCILMAN GOODE: You left out  
25 about 20 years.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 MS. DOWD-BURTON: So I  
3 apologize for assuming that we had  
4 participation goals throughout that  
5 period. I'm surprised that we did not.

6 COUNCILMAN GOODE: You left out  
7 about 20 years and about an  
8 Administration and a half.

9 MS. DOWD-BURTON: Yes.

10 COUNCILMAN GOODE: Thank you.

11 COUNCIL PRESIDENT CLARKE:  
12 Thank you, Councilman.

13 MS. DOWD-BURTON: So the goals  
14 then that were set that ran from '82 to  
15 '90 and then the goals that I walked in  
16 on for the Nutter Administration, which  
17 were again at 25 percent. In 2012, we  
18 began to look at how we calculated our  
19 participation goals and what were the  
20 variables that kept throwing us off  
21 kilter as we tried to smooth out  
22 participation and drive more inclusion  
23 for minorities and women. So we found  
24 out that there were electronic bills that  
25 were beginning to pop up in our contracts

1           4/14/15 - WHOLE - BILL 150162, etc.  
2       because of the de-regulation of  
3       electricity. And so that was initially  
4       about 34 million. It escalated up to 52  
5       million in Fiscal Year '14. This year,  
6       Fiscal Year '15, it's actually at 62  
7       million. And we know that we do not have  
8       minority and women-owned businesses that  
9       provide electric power. So we have  
10      created a category that allows us to show  
11      the community, the business community,  
12      those transactions, and there are 64  
13      contracts this year where we have few or  
14      no minorities or women to participate.  
15      We bought a helicopter this year. We  
16      bought water sledge barge services. We  
17      buy proprietary licensing for IT, and we  
18      buy a number of different kinds of  
19      services that do not lend itself to  
20      participation. So we created that  
21      portfolio. We publicize it for  
22      transparency. And our goal is to help  
23      the business community create new markets  
24      around these opportunities.

25                   So while they're sitting off to

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           the side under the Few or No category, we  
3           then look at where the markets we  
4           actually have an abundance of minorities  
5           and women, and we measure our  
6           participation on that. And based on that  
7           participation, we were able to increase  
8           our goal from 25 percent to 30 percent  
9           because we have an adequate supply.

10                   COUNCILMAN GOODE: Point of  
11           information.

12                   MS. DOWD-BURTON: And we  
13           demonstrated that the participation is  
14           there.

15                   COUNCILMAN JONES: The Chair  
16           recognizes Councilman Goode on a point of  
17           information.

18                   COUNCILMAN GOODE: What was the  
19           25 percent goal? How was that set? And  
20           we're going to do this all day.

21                   MS. DOWD-BURTON: The 25  
22           percent goal and now the 30 percent  
23           goal --

24                   COUNCILMAN GOODE: I asked you  
25           how was the 25 percent goal set.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 MS. DOWD-BURTON: It was set by  
3 the disparity study.

4 COUNCILMAN GOODE: Exactly.

5 MS. DOWD-BURTON: Yes. And so  
6 if you look at the disparity study, you  
7 will find that overall the City of  
8 Philadelphia has about 20,000 companies,  
9 and of those, 35 percent are minority and  
10 women-owned businesses, those companies  
11 that have more than one employee. In  
12 that category --

13 COUNCILMAN GOODE: But my point  
14 is real simple. The goals are set by the  
15 disparity study.

16 MS. DOWD-BURTON: Correct.

17 COUNCILMAN GOODE: They legally  
18 have to be set by the disparity study.

19 MS. DOWD-BURTON: Agreed.

20 COUNCILMAN GOODE: This whole  
21 talk of smoothing out participation has  
22 nothing to do with the disparity study.

23 MS. DOWD-BURTON: Except that  
24 over the last three years in our  
25 disparity study, we have looked at not

1 4/14/15 - WHOLE - BILL 150162, etc.

2 only what the market has in terms of  
3 minorities and women, we look at the  
4 minority and women-owned businesses that  
5 actually sell what we buy. So we're  
6 looking --

7 COUNCILMAN GOODE: So you've  
8 asked the consultant to provide more  
9 information so you can smooth out  
10 participation, but by law there still has  
11 to be a disparity study that's conducted  
12 that looks at the total value of  
13 contracts, and in terms of the total  
14 value of contracts, which for Fiscal Year  
15 '14 was \$834 million, what percentage of  
16 that went to disadvantaged businesses?  
17 And I'm going to ask the question in  
18 reverse. Let me start there. What  
19 percentage of the \$834 million went to  
20 businesses owned by white men?

21 MS. DOWD-BURTON: So what I  
22 will look at is --

23 COUNCILMAN GOODE: There's one  
24 number. There's one number that's the  
25 answer to that question. What percentage

1 4/14/15 - WHOLE - BILL 150162, etc.

2 of the \$834 million went to businesses  
3 owned by white men?

4 MS. DOWD-BURTON: If you look  
5 at that gross number, \$834 million or so  
6 and you have 184 million, you're talking  
7 about 22 percent. And what we're talking  
8 about is --

9 COUNCILMAN GOODE: My question  
10 was what percentage --

11 MS. DOWD-BURTON:  
12 Seventy-eight.

13 COUNCILMAN GOODE: -- of the --

14 MS. DOWD-BURTON:  
15 Seventy-eight.

16 COUNCILMAN GOODE: So 78  
17 percent of the \$834 million went to  
18 businesses owned by white men.

19 MS. DOWD-BURTON: And what I  
20 will say to you, sir, when you're looking  
21 at the law -- and I looked at the law as  
22 well -- I see that there is a title of  
23 eligible -- contracts that are eligible  
24 for participation, and that is what  
25 drives our participation level. There's

1 4/14/15 - WHOLE - BILL 150162, etc.

2 also a guideline --

3 COUNCILMAN GOODE: When you  
4 look at what law?

5 MS. DOWD-BURTON: The  
6 Philadelphia Code.

7 COUNCILMAN GOODE: I wrote a  
8 lot of it.

9 MS. DOWD-BURTON: I understand  
10 that and I appreciate it.

11 COUNCILMAN GOODE: And so I  
12 asked a simple question. Of the \$834  
13 million in Fiscal Year '14, what  
14 percentage went to businesses owned by  
15 white men. That number is 78 percent.

16 MS. DOWD-BURTON: On the gross  
17 number, the number is 78 percent.

18 COUNCILMAN GOODE: Thank you.

19 MS. DOWD-BURTON: And when we  
20 look at --

21 COUNCILMAN GOODE: Thank you.  
22 Thank you, Mr. Chair.

23 MS. DOWD-BURTON: -- the  
24 disparity study, the disparity study that  
25 guides what we do -- you're welcome, sir.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 COUNCILMAN JONES: Thank you.

3 We'll go back and recognize  
4 Councilman Neilson.

5 COUNCILMAN NEILSON: Do we  
6 participate on all your procurement on  
7 CoStars? Have you ever heard of the  
8 CoStars program?

9 MR. GREENBERGER: I'm sorry.  
10 What is it, Councilman?

11 COUNCILMAN NEILSON: CoStars.

12 MS. DOWD-BURTON: I'm sorry. I  
13 don't --

14 COUNCILMAN NEILSON: CoStars.

15 MS. DOWD-BURTON: You're  
16 saying --

17 COUNCILMAN NEILSON: CoStars,  
18 C-O-S-T-A-R-S.

19 MS. DOWD-BURTON: I've never  
20 heard of that concept, sir.

21 COUNCILMAN NEILSON: Okay.

22 MR. GREENBERGER: Apparently,  
23 Councilman, that's a listing for real  
24 estate.

25 COUNCILMAN NEILSON: No. It's

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 a listing for all procurement and all  
3 services, all type of businesses. And  
4 within the CoStars, within their  
5 department, the Pennsylvania Department  
6 of General Services allows us to do some  
7 procurement through there and demands  
8 minority participation within. So I was  
9 just wondering. And I'll try and get you  
10 that information and try and bring them  
11 down to the departments, because I think  
12 this is an ongoing -- no one talks about  
13 it.

14 MS. DOWD-BURTON: So,  
15 Councilman, the Procurement Department,  
16 which will be testifying, does in fact  
17 use state contracts and they are  
18 responsible for reporting whatever  
19 participation the state contracts does  
20 lend.

21 COUNCILMAN NEILSON: All right.  
22 Because those are some of the ones we can  
23 piggyback on who already have some  
24 minority participation and we can reap  
25 the benefit of them as well. I was just

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 wondering if you participated. But thank  
3 you very much.

4 MS. DOWD-BURTON: You're  
5 welcome.

6 COUNCILMAN NEILSON: I have no  
7 further questions, Mr. Chairman.

8 COUNCILMAN JONES: Thank you,  
9 Councilman.

10 I have a couple of quick  
11 questions. I see -- yeah, that's me.  
12 And now we have Councilwoman Sanchez.

13 A couple of quick questions. I  
14 don't measure success necessarily by  
15 statistics and percentages. Let me ask  
16 two specific questions. One, last year  
17 you hired an international developer.

18 MR. GREENBERGER: Director of  
19 International Investments, right.

20 COUNCILMAN JONES: And you have  
21 over the last year dealt with companies  
22 minority and female. Name for me your  
23 signature firms that you would point to  
24 as having successfully been included in  
25 the procurement system and name for me

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           three companies that you brought overseas  
3           to Philadelphia to relocate on the  
4           international end.

5                     MR. GREENBERGER: So two  
6           separate questions, right?

7                     COUNCILMAN JONES: Minority and  
8           female businesses that have done well  
9           with the City of Philadelphia and  
10          international businesses that you've  
11          recruited from wherever to Philadelphia.  
12          Let's let the lady go first.

13                    MS. DOWD-BURTON: So I'll start  
14          with a couple of companies, and they have  
15          been here in City Council testifying  
16          before the Economic Opportunity Review  
17          Committee. I want to thank Council for  
18          providing that venue for us to measure  
19          impact of our programs within the  
20          marketplace.

21                    So the companies that I would  
22          suggest are Advantage, which is a  
23          construction company that is expanding  
24          beyond construction into manufacturing,  
25          and they actually produce some of the

1 4/14/15 - WHOLE - BILL 150162, etc.

2 HVAC kinds of equipment.

3 COUNCILMAN JONES: Is it a  
4 minority?

5 MS. DOWD-BURTON: It's a  
6 minority African American male.

7 Arora Engineers is a company.  
8 It is Indian descent, Indian owned,  
9 28-year company that is an engineering  
10 firm doing very well at the airport. And  
11 many of these companies that I'll name  
12 are doing business and being successful  
13 in the public as well as the private and  
14 non-profit sectors.

15 The third is Team Clean. I'd  
16 also add U.S. Facilities as well. I  
17 couple them because I know U.S.  
18 Facilities has been around for 30-plus  
19 years, and the importance of that company  
20 is the fact that they have groomed,  
21 mentored, and grown other companies that  
22 have now grown up. You've got Team  
23 Clean, which says -- the proprietor is  
24 happy to say she started out with a  
25 broom, a pail, and a mop and now she's a

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 \$17 million business being very  
3 successful.

4 Swain Technology is a company  
5 that is of Asian descent and they are in  
6 fact one of 33 in the world that have --

7 COUNCILMAN JONES: Do we have  
8 Hispanic companies? I'm hoping.

9 MS. DOWD-BURTON: I'm sorry?

10 COUNCILMAN JONES: Because  
11 Sanchez is next.

12 MS. DOWD-BURTON: Sorry?

13 COUNCILMAN JONES: I hope we  
14 have a Hispanic company.

15 MS. DOWD-BURTON: Absolutely.  
16 As a matter of fact, I think Swain Tech,  
17 I'm sorry, is a Latino company. And one  
18 of the things that we are very particular  
19 about is making sure all of our  
20 initiatives include the African American,  
21 Asian, and Hispanic Chambers of Commerce.  
22 We work closely with them during our MED  
23 Week enterprise celebrations, and I thank  
24 you and other members of Council for  
25 participating in that program. We have

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           highlighted a number of other companies  
3           that are in fact in our profiles, our  
4           Fiscal Year '14 annual report that we're  
5           very proud of.

6                   COUNCILMAN JONES: All right.

7                   MR. GREENBERGER: Just give you  
8           a quick three here. There's a company  
9           named Fibria, which does transportation  
10          and utility work. They're from Brazil.

11                  COUNCILMAN JONES: Where are  
12          they located now?

13                  MR. GREENBERGER: They are on  
14          Delaware Avenue north.

15                  COUNCILMAN JONES: What size  
16          company?

17                  MR. GREENBERGER: Let me just  
18          ask a quick question, because there's a  
19          long of list of data here, but I'm not  
20          sure what the columns are.

21                  MS. DOWD-BURTON: While he's  
22          checking, I will also add Steadfast  
23          Entities, which is an African American  
24          construction company that has the crane  
25          that was alongside Evo at 32nd and

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           Chestnut Street and is also in Children's  
3           Hospital project. So there are many,  
4           many companies that we are truly proud of  
5           and that we've highlighted.

6                   COUNCILMAN JONES: Thank you.

7                   MR. GREENBERGER: Sorry. Thank  
8           you for indulging me. Fibria is just  
9           starting here. Their anticipated  
10          growth -- so this hasn't happened yet --  
11          is --

12                   COUNCILMAN JONES: Have they  
13          started here?

14                   MR. GREENBERGER: They have  
15          just started an operation here, but their  
16          anticipated growth is upwards of 200  
17          employees.

18                   COUNCILMAN JONES: What do they  
19          do?

20                   MR. GREENBERGER: They are  
21          involved in transportation and utilities,  
22          and unfortunately I don't know them  
23          personally, so I can't tell you.

24                   Oh, that's right. This is the  
25          pulp products into the Tioga Marine

1 4/14/15 - WHOLE - BILL 150162, etc.

2 Terminal. That's right.

3 There's another company called

4 Ecosave, which is an Australian company.

5 They're involved in -- they basically do

6 consulting and development business with

7 firms that are looking to save energy.

8 So they'll go in and do -- for example,

9 they'll do an audit on a building.

10 They'll propose ways of saving energy,

11 and then they'll use the savings as a way

12 to finance the improvements necessary to

13 make the savings happen. I actually just

14 met with them recently. They're a firm

15 of about -- I think they're --

16 COUNCILMAN JONES: Where are

17 they located?

18 MR. GREENBERGER: They're in

19 the Navy Yard. They're a firm of about

20 30 people that is planning on now pretty

21 significant growth to about 100.

22 And then the third example is a

23 firm called Clinigen, which is a small

24 pharma and life sciences firm. They're

25 in Center City. They currently have a

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           staff of eight and that's growing to  
3           about 12.

4                   COUNCILMAN JONES: Okay. I  
5           would like to see some in Parkside,  
6           Hunting Park, American Street. I like  
7           the Navy Yard. I mean, beautiful view,  
8           but we would like to see some of that  
9           prosperity centered around neighborhoods.

10                   MR. GREENBERGER: I understand.

11                   COUNCILMAN JONES: That's my  
12           goal.

13                   MR. GREENBERGER: I understand.  
14           I'll also just mention to you -- I'm not  
15           going to go through a list here, but  
16           we're talking to a number of Israeli and  
17           French firms from Leone at the moment  
18           about coming over who has expressed  
19           interest as a result of both travel  
20           and --

21                   COUNCILMAN JONES: Hunting  
22           Park, great industrial park.

23                   MR. GREENBERGER: It is.

24                   MS. DOWD-BURTON: I'll also  
25           mention Alpha Enterprises, which is out

1 4/14/15 - WHOLE - BILL 150162, etc.

2 in Parkside.

3 COUNCILMAN JONES: That's in  
4 the 4th District. That's good. I know  
5 where that is. It's in Parkside.

6 MS. DOWD-BURTON: Yes.

7 MR. GREENBERGER: Since we're  
8 talking about 4th, I'd probably mention  
9 United Scrap up on Wissahickon Avenue,  
10 which was a big business attraction  
11 effort.

12 COUNCILMAN JONES: Each  
13 District Councilperson deeply loves the  
14 City of Philadelphia. I kid you not. I  
15 can't think of one. But all of them love  
16 their districts even more, I would  
17 imagine.

18 MR. GREENBERGER: Can't think  
19 of one.

20 COUNCILMAN JONES: Because  
21 that's where they're from. So breaking  
22 down the information so they know the  
23 relevance to their particular district is  
24 important.

25 The Chair recognizes

1 4/14/15 - WHOLE - BILL 150162, etc.

2 Councilwoman Sanchez.

3 COUNCILWOMAN SANCHEZ: We love  
4 our children differently.

5 COUNCILMAN JONES: Yes, we do,  
6 but we love them all.

7 COUNCILWOMAN SANCHEZ: I just  
8 want to go back to one point, because my  
9 issue with the contracting is not just an  
10 issue that I'm going to bring up to  
11 Commerce and we brought up to OHCD, I'm  
12 going to bring up with Water. I just  
13 feel like there's a lot of time and  
14 energy expended by the departments who  
15 are doing capital programs, and I'd like  
16 to see that process streamlined. I think  
17 in light of the fact that we are going to  
18 be going into a new Administration, we  
19 need to begin to talk about that, because  
20 I find that my office ends up doing a lot  
21 of coordination and we just need to look  
22 at whether departments should be managing  
23 contracting work. Because Commerce  
24 Department, everybody there is extremely  
25 responsive. I'm talking about as a

1       4/14/15 - WHOLE - BILL 150162, etc.  
2       government, can we streamline this, can  
3       we look at who do we hire for  
4       construction management so that these  
5       projects hit the ground quicker. That's  
6       just it. I just think we're too  
7       bureaucratic and too much of the money  
8       ends up being spent at the top and not on  
9       the ground. So that's across the board,  
10      from Public Property and others. So I  
11      will wait for your project data.

12             Timeline, what money, as I  
13      said, going back, how delayed they are,  
14      where they are, because I think we're  
15      going to have to make some decisions in  
16      this budget, and for me and my district,  
17      it's like what needs to happen, what is  
18      never going to happen if we've allocated  
19      money that we're not going to utilize.

20             MR. GREENBERGER: Can I make a  
21      suggestion? What I'd really love to do  
22      is take a case study, let's say something  
23      in your district, and just sort of track  
24      it through with your staff --

25             COUNCILWOMAN SANCHEZ: You

1 4/14/15 - WHOLE - BILL 150162, etc.

2 really don't want to do that.

3 MR. GREENBERGER: -- step by  
4 step.

5 COUNCILWOMAN SANCHEZ: You will  
6 start crying. You really don't want to  
7 do that.

8 MR. GREENBERGER: I do want to  
9 do that.

10 COUNCILWOMAN SANCHEZ: I want  
11 you to look at what your processes are  
12 and where we can have some recommended  
13 streamlines.

14 MR. GREENBERGER: That's why I  
15 want to do this.

16 COUNCILWOMAN SANCHEZ: So I can  
17 list ten projects and then I'll start  
18 crying. So let's not do that. Let's not  
19 kill each other on that. I think we just  
20 need to look at those things. And,  
21 again, I see too much resources being  
22 expended in different departments to do  
23 the same thing, and so I just think as a  
24 government, those things need to be  
25 better aligned. And, again, I know

1       4/14/15 - WHOLE - BILL 150162, etc.  
2       Council President is looking at how do we  
3       align some of the stuff. I think it's  
4       the appropriate time to have that  
5       conversation, without folks needing to  
6       get defensive, because I think part of it  
7       is, this is the way we've been doing  
8       things and nobody is willing to take the  
9       charge to say we need to do this a little  
10      bit better.

11               That said, I just had a  
12      technical question for why is Campus  
13      Philly, the \$1.1 million, being put  
14      through Commerce for the first time? Is  
15      there a reason why that money is coming  
16      through you?

17               MR. GREENBERGER: We have  
18      funded Campus Philly and Graduate! Philly  
19      previously through Commerce. It's kind  
20      of an open choice. You can probably put  
21      it in a number of places, but I think  
22      since the focus of the programs is on  
23      creating a stronger talent pool in  
24      Philadelphia, which has a direct  
25      relationship to businesses being

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 interested in Philadelphia, it seemed  
3 logical to put it through Commerce.

4 COUNCILWOMAN SANCHEZ: So  
5 that's 1.1 million in General Fund?

6 MR. GREENBERGER: That's  
7 correct.

8 COUNCILWOMAN SANCHEZ: Just  
9 verifying.

10 And then, lastly, we put forth  
11 some very aggressive, in collaboration  
12 with the Administration and Council, some  
13 small business tax cuts. So I'd like to  
14 hear from you what has been your  
15 communication strategy around my BIRT  
16 bill, my single sales bill, and use and  
17 occupancy reform. What has been the  
18 communication strategy?

19 MR. GREENBERGER: Yeah. I have  
20 it.

21 MS. FEGELY: Sure. I'll just  
22 chime in. We've been using just all of  
23 our connections and social media and  
24 contact lists that we have. So Commerce  
25 sends out newsletters, electronic

1       4/14/15 - WHOLE - BILL 150162, etc.  
2       newsletters that go to our business  
3       community, as well as we really rely on  
4       our sort of intermediary agencies, so  
5       business technical assistance providers,  
6       the Chambers of Commerce, community  
7       development corporations.

8               COUNCILWOMAN SANCHEZ: Are they  
9       required as part -- since we pay them and  
10      we have contractual services, are they  
11      required to tell all of their members --  
12      like what specifically are we asking them  
13      to do? Because I'm finding that as I go  
14      out, people don't know about it. And so  
15      that's why I ask you what's the strategy  
16      and what are we requiring our  
17      stakeholders, particularly ones that we  
18      contract, to do to their members?

19              MS. FEGELY: That's a good  
20      point. The ones we contract with, it's  
21      certainly in their contract that they  
22      will pass on and provide information on  
23      behalf of the City, and then they report  
24      it back to us in their quarterly reports,  
25      but that's a little bit after the fact.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 COUNCILWOMAN SANCHEZ: I

3 haven't seen it in any of the reports.

4 So they do e-mail blasts. They do

5 information. It's tax season. I had to

6 ask the Council President for an

7 additional mailing on that because I

8 found that as I was going out, people

9 didn't know about it. And, again, I

10 think this is an opportunity for

11 government to tell people what we're

12 doing, to tell the story, and I think

13 those are missed opportunities, because

14 we assume people are going to do that.

15 But I've looked at everybody's

16 newsletter. None of the ethnic chambers,

17 no one has advertised, and I don't take

18 it personal because they're my bill, but

19 no one has advertised aggressively or

20 even anything. I haven't seen it.

21 MS. FEGELY: I have seen it in

22 a couple, but you're right, we can be

23 more deliberate about what we are

24 specifically asking them or requiring

25 them to do.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 COUNCILWOMAN SANCHEZ:

3 Councilman Henon's task force,  
4 Manufacturing Task Force, listed it, but  
5 other than that, I haven't seen it  
6 anywhere else. And I think -- this is  
7 tax season. People are putting it out.

8 MS. FEGELY: I know New  
9 Kensington CDC had it in their  
10 newsletter. I know I saw that one. But  
11 you're right, we should be making sure.  
12 And we have been working with Revenue and  
13 they've been -- because they're having  
14 the same issue, that people aren't aware  
15 of it.

16 COUNCILWOMAN SANCHEZ: I just  
17 want us to be very deliberate in our ask  
18 about this, because those are the good  
19 things we're doing. I mean, all you  
20 hear, all we hear is, You're going to  
21 raise my property taxes and we're getting  
22 beat up, but no one is hearing, You have  
23 a 70 percent cut for manufacturers, you  
24 have a 50 percent cut for small  
25 businesses. I mean, no one is getting

1 4/14/15 - WHOLE - BILL 150162, etc.

2 that message, and so I think we all have  
3 kind of a responsibility to do that.

4 Thank you.

5 Thank you, Mr. President.

6 COUNCIL PRESIDENT CLARKE:

7 Thank you, Councilwoman.

8 The Chair recognizes Councilman  
9 Goode.

10 COUNCILMAN GOODE: Thank you,  
11 Mr. President.

12 Thank you for the chart. I  
13 have some other questions for the record,  
14 though.

15 In terms of the percentage of  
16 contract dollars going to Asian American  
17 businesses in Fiscal Year '13, what was  
18 that number?

19 MS. DOWD-BURTON: Asian  
20 American businesses in Fiscal Year '13?

21 COUNCILMAN GOODE: Yes.

22 MS. DOWD-BURTON: I can look  
23 that up if you want to wait or I can give  
24 that information to the Chair.

25 COUNCILMAN GOODE: I'd prefer

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 to wait.

3 MS. DOWD-BURTON: Okay.  
4 Okay. In Fiscal Year '13,  
5 Asian Americans you're asking?  
6 Utilization was 2 percent, and I'm  
7 looking at page --

8 COUNCILMAN GOODE: And what was  
9 that number in Fiscal Year '14?

10 MS. DOWD-BURTON: Asian  
11 Americans in Fiscal Year '14 was 2.94  
12 percent. Now, this is 2.94 percent of a  
13 29 percent number. If you look at what  
14 did that represent of the total number,  
15 we would count it as 10 percent.

16 COUNCILMAN GOODE: What's  
17 interesting is, you're using two  
18 different books and I know you have the  
19 information side by side in terms of  
20 Fiscal Year '14 and Fiscal Year '13, but  
21 you can use two different books. But  
22 let's move from that.

23 So you're saying the number  
24 went up in terms of percentage of  
25 contract dollars from Fiscal Year '13 to

1 4/14/15 - WHOLE - BILL 150162, etc.

2 Fiscal Year '14 for Asian American  
3 businesses?

4 MS. DOWD-BURTON: Okay. So  
5 what I'm saying is --

6 COUNCILMAN GOODE: I'm just  
7 asking for numbers.

8 MS. DOWD-BURTON: And I'm going  
9 to explain the numbers.

10 COUNCILMAN GOODE: You don't  
11 have to explain the numbers to me. I  
12 just want the numbers for '13 and '14,  
13 first for Asian American businesses and  
14 then for Hispanic businesses, then for  
15 African American businesses.

16 MS. DOWD-BURTON: Okay. So for  
17 Asian American businesses -- I want to  
18 give you on the same scale. That's what  
19 I'm looking for. One I use the disparity  
20 study and the other I'm using the annual  
21 report, which I --

22 COUNCILMAN GOODE: That  
23 doesn't --

24 MS. DOWD-BURTON: -- which I  
25 submit a comparison on.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 COUNCILMAN GOODE: I believe in  
3 the annual report, you have side by side  
4 numbers in Fiscal Year '14 and Fiscal  
5 Year '13.

6 MS. DOWD-BURTON: It does and  
7 that's what I'm going to give you.

8 So in the annual report for the  
9 Asian community, Asian businesses in  
10 2013, the number was 7 -- well, it looks  
11 like two numbers are close, 7 or 8  
12 percent, and in '14, the Asian number is  
13 10 percent.

14 COUNCILMAN GOODE: That's the  
15 percentage of all DBEs. That's not the  
16 percentage of contract dollars.

17 MS. DOWD-BURTON: That's  
18 correct.

19 COUNCILMAN GOODE: I'm asking  
20 for the percentage of contract dollars,  
21 and you have those numbers as well.

22 MS. DOWD-BURTON: Oh, okay. So  
23 then the first number I gave you was 2  
24 percent of contract dollars, and this is  
25 based on minority, women --

1 4/14/15 - WHOLE - BILL 150162, etc.

2 COUNCILMAN GOODE: I'm asking  
3 for total percentage of total contract  
4 dollars.

5 MR. GREENBERGER: You want  
6 contract dollars, yeah.

7 MS. DOWD-BURTON: Okay. So  
8 Asians were 2.94 percent for 2014.  
9 That's the number you're looking for.

10 COUNCILMAN GOODE: '13 and '14  
11 for Asian American, for Hispanic, for  
12 African American. I'm asking for six  
13 numbers. I want you to compare them year  
14 to year.

15 MS. DOWD-BURTON: Okay.

16 COUNCILMAN GOODE: Those  
17 numbers are actually on a chart in the  
18 book.

19 MS. DOWD-BURTON: Okay. So  
20 Asian Americans were 2 percent for Fiscal  
21 Year '13, 2.94 percent in Fiscal Year  
22 '14.

23 COUNCILMAN GOODE: It went up.

24 MS. DOWD-BURTON: I'm sorry?

25 COUNCILMAN GOODE: It went up.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 MS. DOWD-BURTON: Yes, it went  
3 up. Yes.

4 For the Hispanic business  
5 community, the number was 1.9 percent in  
6 Fiscal Year '13 and it went up 3.6  
7 percent in Fiscal Year '14.

8 COUNCILMAN GOODE: Okay.

9 MS. DOWD-BURTON: For Native  
10 Americans, 0.2 percent and Native  
11 Americans were zero. The 0.2 percent was  
12 in '14. The zero percent was in '13.

13 For the African American  
14 businesses, in '13 it was 11.9 and in  
15 Fiscal Year '14, it was 11.

16 COUNCILMAN GOODE: It went  
17 down.

18 MS. DOWD-BURTON: It went down.  
19 It was up from 8.9 percent in '12. So it  
20 went 8.9 percent in '12, 11.9 in '13, and  
21 then down to 11 in '14.

22 COUNCILMAN GOODE: But it was  
23 higher than that before it went down to 8  
24 percent.

25 MS. DOWD-BURTON: I'm sorry?

1 4/14/15 - WHOLE - BILL 150162, etc.

2 COUNCILMAN GOODE: It was  
3 higher than 8 percent before it went down  
4 to 8 percent.

5 MS. DOWD-BURTON: I don't have  
6 '11 with me.

7 COUNCILMAN GOODE: But it went  
8 down from Fiscal Year '13 and '14; is  
9 that correct?

10 MR. GREENBERGER: Yes.

11 MS. DOWD-BURTON: Yes.

12 COUNCILMAN GOODE: Thank you.

13 MS. DOWD-BURTON: And we can  
14 discuss why I think it went down, if  
15 you're interested.

16 COUNCILMAN GOODE: I'm not  
17 asking that.

18 MS. DOWD-BURTON: Okay.

19 COUNCIL PRESIDENT CLARKE:  
20 Thank you.

21 That appears to conclude the  
22 questions. Thank you very much.

23 MR. GREENBERGER: Thank you.

24 (Pause.)

25 COUNCIL PRESIDENT CLARKE: Next

1 4/14/15 - WHOLE - BILL 150162, etc.

2 up we have OIT.

3 (Witnesses approached witness  
4 table.)

5 COUNCIL PRESIDENT CLARKE: Good  
6 afternoon.

7 MR. EBEID: Good afternoon.  
8 I'll try to keep it two minutes or less  
9 on my testimony.

10 COUNCIL PRESIDENT CLARKE: Your  
11 choice. I guarantee you there will be  
12 more questions that take more than two  
13 minutes.

14 MR. EBEID: I will leave more  
15 time for you.

16 Good afternoon, Council  
17 President Clarke and members of Council.  
18 I am Adel Ebeid, Chief Innovation  
19 Officer, speaking on behalf of the Office  
20 of Innovation and Technology, OIT, and  
21 the IT community at large. I appreciate  
22 the opportunity to testify today on the  
23 Fiscal Year 2016 budget. Some of the OIT  
24 management team members are joining me  
25 today as well as several project

1           4/14/15 - WHOLE - BILL 150162, etc.  
2       executives and agency IT directors in the  
3       audience should you have any more  
4       detailed questions that I cannot provide  
5       answers for.

6                   I'm extremely proud of the  
7       progress made by the IT community  
8       throughout the City, especially during  
9       Calendar Year 2014 as we continue to  
10      upgrade the City's technology  
11      infrastructure and modernize the core  
12      systems that run day-to-day government  
13      operations and enable City agencies  
14      deliver services to their constituents.

15                   Strategically we continue to  
16      lead ahead of other cities in the  
17      following key areas: A cloud-first  
18      strategy to get us out of buying hardware  
19      and software and focusing more on buying  
20      services; a buy and configure strategy as  
21      opposed to a build and customize from  
22      scratch; and an open data and a civic  
23      technology that will improve transparency  
24      and citizen engagement.

25                   Today more than 23 RFPs and

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 contracts have been issued to assist  
3 agencies with upgrading core systems,  
4 with the goal of achieving more efficient  
5 government operations. These RFPs and  
6 contracts touch almost every agency in  
7 the City and will have a significant  
8 positive impact in how services are  
9 delivered to our internal and external  
10 customers. A few examples include  
11 cashiering and point-of-sale upgrade,  
12 which was completed; the fleet and  
13 inventory management system, which was  
14 completed; a 311 CRM system, which was  
15 completed; lobbyist reporting system,  
16 which was completed; budget and planning  
17 and formulation system scheduled for the  
18 summer of 2015; a brand new alpha.gov web  
19 presence, which is scheduled for the  
20 summer of 2015; Phase 1 of License and  
21 Inspections, currently in production; a  
22 new revenue tax data warehouse scheduled  
23 for the fall of 2015; the initial phase  
24 of the One Philly project covering HR,  
25 payroll, time and attendance, pensions,

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           first phase scheduled for the winter of  
3           2015; electronic plan reviews scheduled  
4           for early 2016; and a new payment  
5           information system scheduled for early  
6           2016.

7                       As we look ahead to the next 18  
8           months and beyond, we also have scheduled  
9           a complete replacement of the preliminary  
10          arraignment system, otherwise called  
11          PARS; a replacement of the jail  
12          management system, also otherwise called  
13          Lock and Track; replacement of the public  
14          safety message switch, which exchanges  
15          sensitive data across all public safety  
16          partners; replacement of criminal history  
17          and search warrants; new procurement  
18          system; new mass property appraisal  
19          system; voter management system, just to  
20          name a few.

21                      No other Administration has  
22          really ever taken a similar project  
23          pipeline or a more aggressive agenda to  
24          modernize City services or bring about  
25          more efficient and effective government.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 For those who actually find actual  
3 numbers to be more interesting, here are  
4 a few to hopefully paint a picture of the  
5 scale, diversity, and complexity of the  
6 City's technology infrastructure.

7 There are 24,107 PCs, laptops,  
8 and tablets; 25,751 e-mail accounts;  
9 1,231 servers; 590 virtual servers; 1  
10 petabyte of storage; 26,507 telephone  
11 lines; 2,245 cell phones; 2,418  
12 smartphones; 88 cell phones deactivated;  
13 186 cell phones activated; 8,000 radio  
14 subscribers; 248 routers and switches;  
15 220 telecommunication circuits; 2,538  
16 video surveillance feeds; 506 enterprise  
17 and agency business applications; 212  
18 active projects; 52 contracts; 19  
19 subcontractors; 2,454 phila.gov web  
20 pages; 164 open data sets; over 1,000  
21 active unique GIS data sets, 28 percent  
22 are shared within and across City  
23 government; 48 online services; 440,561  
24 E-payment transactions resulting in more  
25 than 95.5 million collected online; 51

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 KEYSPOt locations; 215 events held in  
3 innovation lab involving 136, 66  
4 involving external stakeholders; 36  
5 Innovation Academy graduates; 343  
6 full-time staff within the IT community,  
7 25 are part time; 57 employees are  
8 bilingual, and of the 57 bilingual  
9 employees, 36 are men, 20 are women; 31  
10 full-time staff hired during Fiscal Year  
11 2015, of which 48 percent of them are  
12 minority, 52 percent are white, and 39  
13 percent are women, just to name a few.

14 The IT community stretched  
15 across all City departments and agencies  
16 is working tirelessly every day to keep  
17 government operations running smoothly  
18 and leveraging every opportunity to  
19 infuse creative thinking and innovation  
20 to get more done with less resources. We  
21 wouldn't be able to achieve much without  
22 their support, the support of the agency  
23 commissioners and the executive directors  
24 and, more importantly, Council's  
25 continued support and commitment to help

1 4/14/15 - WHOLE - BILL 150162, etc.

2 us get the job done. It's a partnership  
3 that works well, and we look forward to  
4 strengthening the relationship.

5 Thank you for the opportunity.  
6 I realize it was a little longer than two  
7 minutes. I'm happy to take any questions  
8 you have.

9 COUNCIL PRESIDENT CLARKE:

10 Thank you. A couple of quick questions.

11 In the budget detail, Section  
12 21, Page 39, it looks like you spent  
13 615,000 on overtime in the Communications  
14 Division and in FY15 with only 39  
15 employees, that's almost 16,000 more per  
16 year per employee and 35 percent more in  
17 pay compared to base salaries. I'm going  
18 to ask you this question. I think I know  
19 the answer, but I'll ask it. Why not  
20 fill those unfilled positions as opposed  
21 to paying overtime?

22 MR. EBEID: Sure. I think the  
23 initial strategy always is to maximize  
24 those number of filled positions before  
25 paying overtime. Overtime for us is a

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           last resort. However, some of the --  
3           it's very difficult to sometimes get  
4           individual talent that has some of these  
5           skills. So we do try to keep overtime to  
6           a minimum, but if we can't fill them, we  
7           do have to go to overtime.

8                   COUNCIL PRESIDENT CLARKE: Is  
9           this pretty much an annual process based  
10          on the inability to find employees that  
11          are qualified for these positions?

12                   MR. EBEID: The combination of  
13          the increased issues that we have to deal  
14          with within Communications, whether it's  
15          the radio surveillance cameras or just  
16          regular voice and data, the combination  
17          of not finding the talent as well as the  
18          need to cover 24 by 7 makes it a really  
19          tough situation. We do try to keep  
20          overtime to a bare-bone minimum, but we  
21          do run into situations where we have to  
22          respond 24 by 7. So weekends, off hours.  
23          So it's very difficult sometimes to try  
24          to keep that to a bare bone.

25                   COUNCIL PRESIDENT CLARKE:

1 4/14/15 - WHOLE - BILL 150162, etc.

2 Okay. I'm going to ask for you to  
3 forward the qualifications required for  
4 those positions.

5 MR. EBEID: Sure.

6 COUNCIL PRESIDENT CLARKE: In  
7 Section 21, Page 95 of the detail, you're  
8 proposing an expenditure of \$15 million  
9 for a new CAD, but last year you  
10 apparently had in the budget \$15 million  
11 for a CAD system. Is there a reason why  
12 that was not spent last year? You're  
13 rolling it over from last year.

14 MR. EBEID: Sure. I'm going to  
15 ask Ray Hayling, Deputy CIO for Public  
16 Safety, for that.

17 COUNCIL PRESIDENT CLARKE:  
18 Sure.

19 MR. HAYLING: Raymond Hayling,  
20 Deputy CIO.

21 That money was actually  
22 provided to us via 911 funding last year.  
23 However, even though we are budgeted for  
24 it, we don't actually receive the money.  
25 We get the money in quarterly payments

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           from the state. I believe that money  
3           just started making its way around and  
4           that project has started.

5                   COUNCIL PRESIDENT CLARKE: So  
6           that was money that was targeted last  
7           year, was not spent, but will be spent  
8           this year?

9                   MR. HAYLING: I don't know if  
10          all of it will be spent this year, but  
11          we'll start the project.

12                   COUNCIL PRESIDENT CLARKE:  
13          Okay. I want to ask you a question I get  
14          asked a lot from time to time,  
15          particularly from Councilmembers. So in  
16          the federal government and the state  
17          government -- and I've actually found  
18          that out in the state government having  
19          traveled up there a number of times over  
20          the past year or two -- that they have  
21          separate systems with respect to Internet  
22          and all of the other technology-related  
23          activities, the legislative branch and  
24          the executive branch. And from time to  
25          time, the question comes up from

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           Councilmembers about how come we don't  
3           have our own technology system in  
4           Council, because we're a separate branch  
5           of government. And can you tell me  
6           what's the downside of that or is there a  
7           policy issue with respect to that? Just  
8           kind of give me your feedback. What's  
9           your perspective on that?

10                   MR. EBEID: Sure. Just by way  
11           of background, I spent most of my  
12           professional career in government and I  
13           am used to the scenario where separation  
14           of power also trickles down to operations  
15           as well. And in order to afford you,  
16           your office, with that flexibility, in  
17           Fiscal Year 2013 we offered and followed  
18           through on transferring all the dollars,  
19           the budget, and the contracts for IT that  
20           supports Councilmembers. So your office  
21           has complete discretion over how that's  
22           spent. It may not be enough, in  
23           fairness.

24                   COUNCIL PRESIDENT CLARKE:  
25           That's the key word.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 MR. EBEID: It may not be  
3 enough. I think we're all struggling  
4 with the same issue. But we transferred  
5 that because, frankly, we just didn't  
6 feel that it would be appropriate for us  
7 to manage that on your behalf. We do  
8 provide you what's called core services.  
9 We wouldn't want you to build a separate  
10 highway and a separate set of roads for  
11 yourself. So we do provide some core  
12 basic services, whether it's access to  
13 the Internet or whether it's connectivity  
14 or even e-mail, but we're very open to  
15 going in a different direction if you  
16 feel you need to be in control of those  
17 services.

18 COUNCIL PRESIDENT CLARKE: All  
19 right. And my understanding that there  
20 were some suggestions that there could be  
21 certain limitations to access the  
22 information, particularly on the public  
23 safety side, if we were not online with  
24 the Administration's system. Is that  
25 accurate?

1 4/14/15 - WHOLE - BILL 150162, etc.

2 MR. EBEID: I don't know  
3 exactly that piece of it. There are some  
4 systems that require for us to be in  
5 compliance, so if you do have access to  
6 those systems, we need to make sure that  
7 however you're accessing those systems,  
8 it also falls within the compliance  
9 framework.

10 COUNCIL PRESIDENT CLARKE: All  
11 right.

12 MR. EBEID: I'm guessing at  
13 that one, I have to admit, because I'm  
14 not quite sure exactly what systems you  
15 have access to.

16 COUNCIL PRESIDENT CLARKE: All  
17 right. And I'm just asking these  
18 questions because I get asked these  
19 questions from time to time.

20 So we are all one big family,  
21 legislative and executive branch, but  
22 every now and then we kind of like  
23 disagree on some things. So there are  
24 actually times when people are concerned  
25 about having certain things on servers,

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           and the belief is that there is somebody  
3           up on that seventh floor or somewhere in  
4           the government that's actually looking at  
5           all of our stuff, right, so you'd better  
6           be careful. So you got these wireless  
7           devices and it may put us in a position  
8           where the person, whoever that is  
9           upstairs, is watching all of our stuff.  
10          Is there any validity to any of that? Is  
11          there an opportunity for the executive  
12          branch, whatever portion of that  
13          executive branch, actually can literally  
14          access information within the flow of the  
15          City Council of Philadelphia?

16                   MR. EBEID: We are not sitting  
17          back in our office watching particular  
18          content.

19                   COUNCIL PRESIDENT CLARKE: I'm  
20          just kind of joking. I'm sure there's  
21          nobody sitting back in the offices, but  
22          do you have that access? Let me cut to  
23          the chase.

24                   MR. EBEID: As the  
25          administrators over the overall

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 infrastructure, we have the capability to  
3 make sure that the system is run in the  
4 most efficient manner. That does not  
5 mean that we sit back and look at  
6 anything. Do I have the capability?  
7 Yes.

8 COUNCIL PRESIDENT CLARKE:  
9 That's the question.

10 MR. EBEID: Do I do it? No.  
11 And if I ever hear any of my staff doing  
12 it, I will deal with it.

13 COUNCIL PRESIDENT CLARKE: So  
14 we in fact don't have a separate system?

15 MR. EBEID: Today we have  
16 several touch points. We have several  
17 common points that we connect, same  
18 network, same access to the Internet, and  
19 to some extent same servers when it comes  
20 to e-mail.

21 COUNCIL PRESIDENT CLARKE: So  
22 do we in City Council have the ability to  
23 access information from the executive  
24 branch?

25 MR. EBEID: What kind of

1 4/14/15 - WHOLE - BILL 150162, etc.

2 information are you looking for?

3 COUNCIL PRESIDENT CLARKE: Any  
4 kind of information. You've just  
5 indicated that you have the ability to  
6 access information from the legislative  
7 branch. You work for the executive  
8 branch; am I correct?

9 MR. EBEID: Yes.

10 COUNCIL PRESIDENT CLARKE: All  
11 right. So my question is, does City  
12 Council have the ability to access  
13 information from the executive branch,  
14 any type?

15 MR. EBEID: You and I have  
16 exactly the same access levels.

17 COUNCIL PRESIDENT CLARKE: All  
18 right. Okay. I mean, you responded  
19 initially and you implied that we have a  
20 separate system because you turned --  
21 gave an opportunity to have revenue given  
22 to Council, and you acknowledged it  
23 wasn't enough to set up our own separate  
24 system. I'm not saying that we  
25 necessarily need that, but I just wanted

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 to clarify on the record, because I do  
3 get asked this question on numerous  
4 occasions about the ability to access  
5 information that we in City Council want  
6 to keep somewhat confidential with  
7 respect to our ability to operate as a  
8 co-equal branch of government. But I  
9 think you've answered my question. Thank  
10 you very much.

11 The Chair recognizes Councilman  
12 Neilson.

13 COUNCILMAN NEILSON: Thank you,  
14 Mr. President. I think the question that  
15 you were trying to ask was, the Mayor's  
16 staff, someone in the Mayor's staff has  
17 access to our information, but there's  
18 not a person on Council's staff that has  
19 access to his, and I think that was the  
20 fact that you were trying to bring out,  
21 because our systems aren't too separate  
22 as we think they are.

23 Good afternoon. Thanks for  
24 coming. I'll start out. I have many  
25 questions, many questions for you, and

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 I'm not going to ask them all today.  
3 I'll save us all the trouble and I'll ask  
4 you to make yourself available for a  
5 callback.

6 I have some of my questions  
7 that I would like to ask and have a  
8 written response, but today I want to  
9 talk a little bit about your staff  
10 augmentation.

11 In your budget, I've identified  
12 on a quick glance is over \$4 million in  
13 staff augmentation. Much of this is  
14 recurrent costs annually, according to  
15 the budget documents that you supplied to  
16 us today. These costs have increased  
17 significantly prior to last year's  
18 numbers, and not having the previous  
19 budgets, I can't even -- I don't even  
20 know where they go, because it's not how  
21 we're set up here.

22 So during my tenure in the  
23 Governor's office, I found staff  
24 augmentation was being utilized  
25 improperly and at times the Commonwealth

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           was paying up to \$335 an hour for that  
3           one employee. So what I'm going to ask  
4           you to do is to supply us with a detailed  
5           breakdown of all your staff augmentation,  
6           the hourly rate we're paying them, and  
7           how many people that entails.

8                     For example, the person I was  
9           paying \$385 to at the Department of Labor  
10          and Industry, I hired him. I hired him  
11          at \$45,000 a year and gave him a \$5,000 a  
12          year raise. So, I mean, here we are  
13          paying a contractor all that money,  
14          \$600,000 a year for one person to  
15          overlook our servers. So it's kind of  
16          like -- it's low-hanging fruit that we  
17          can pick off, that augmentation, because  
18          I do realize in the IT world, there are  
19          special specific projects where you need  
20          expertise, but what I saw with the budget  
21          that you submitted here today is, the  
22          staff augmentation is \$100,000 annually  
23          for the last few years to take care of  
24          our Lotus Notes program, something that's  
25          extinct, pretty much extinct anyhow. So

1 4/14/15 - WHOLE - BILL 150162, etc.

2 I don't want to badger you on that, but  
3 there's a lot of stuff in there I think  
4 we could save.

5 And earlier I asked the  
6 question about CoStars. Is that a  
7 program that you participate in as well?

8 MR. EBEID: I'm very familiar  
9 with CoStars. We don't participate in  
10 that one. Procurement Department might  
11 be a better agency to provide an answer  
12 as to why, but my understanding is that  
13 they're not eligible because of the  
14 procurement process that they followed.  
15 But the City does sign participating  
16 addendums and use several co-op contracts  
17 from the Commonwealth as well as the  
18 federal government.

19 COUNCILMAN NEILSON: Thank you  
20 for that.

21 Also within your budget is --  
22 the Mayor has asked us for a 9 percent  
23 increase in real estate taxes, and it's  
24 been a common question I've been asking  
25 everybody, and today you're asking for, I

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           believe it's, 8 and a half percent  
3           increase in your own budget. Is there  
4           some way we can cut that? What would you  
5           do if you had 9 percent less instead of 9  
6           percent more?

7                       MR. EBEID: So folks in my  
8           position, public or private sector, have  
9           three key categories that they go to.  
10          You demand, supply, and consumption.  
11          Easiest to deal with is the last one. So  
12          we trim down our consumption of  
13          commodities and goods and services, which  
14          at the end of the day will have a  
15          derivative effect on the customer  
16          service.

17                      COUNCILMAN NEILSON: Speaking  
18          of customer service --

19                      MR. EBEID: I'm sorry?

20                      COUNCILMAN NEILSON: Speaking  
21          of customer service, I don't want to cut  
22          you off, but they're going to ring me out  
23          soon. You said earlier that you give  
24          City Council a budget and that you're  
25          taking care of all our systems. Are you

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 aware that our constituent service  
3 programs here in City Council are done by  
4 Microsoft Access?

5 MR. EBEID: It would not  
6 surprise me. I'm not aware of those  
7 details, but it wouldn't surprise me.

8 COUNCILMAN NEILSON: Is there  
9 anything within your budget to help the  
10 programming within City Council, because  
11 we're increasing the upgrade technology  
12 and basis, so we can better serve the  
13 citizens which we represent?

14 MR. EBEID: I can --

15 COUNCILMAN NEILSON: Like is  
16 there programming in here?

17 MR. EBEID: I can easily bring  
18 one or two of my staff and get some  
19 requirements of what you want to see and  
20 see what options we can come up with.  
21 Absolutely.

22 COUNCILMAN NEILSON: That's  
23 great, because currently I pay an outside  
24 vendor through my campaign fund just to  
25 track some of this stuff due to the --

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           but it would be great if we can try and  
3           upgrade that. And if you can, when we  
4           talk about the staff augmentation and I  
5           know someone else -- but when you do  
6           that, can you report us back on the  
7           minority participation within those two,  
8           because it's a big number of contracts  
9           that go out there.

10                   MR. EBEID: Yes, we can report  
11           that back.

12                   COUNCILMAN NEILSON: And I will  
13           submit the rest of my questions in  
14           writing to you, if you would indulge me a  
15           little bit.

16                   That's all for me,  
17           Mr. President. I heard my bell.

18                   COUNCIL PRESIDENT CLARKE:  
19           Thank you, Councilman.

20                   The Chair recognizes Councilman  
21           Jones.

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

24                   And I want to thank you so very  
25           much for providing the detail. I did

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 notice. If you could go back to your  
3 point of testimony that kind of  
4 chronicled how many phone lines we had  
5 and could you repeat that a little  
6 slower, because I don't think that's in  
7 your testimony you gave us. Is it?

8 MR. EBEID: It's not. I'm  
9 happy to provide you a copy so you can  
10 follow it while I'm reading it.

11 COUNCILMAN JONES: Because I  
12 looked for it, and I was so happy.

13 MR. EBEID: And I do want you  
14 to know that you were my inspiration,  
15 Councilman Jones.

16 COUNCILMAN JONES: I know I  
17 was. Kudos to your staff. Kudos to your  
18 staff.

19 MR. EBEID: I just want you to  
20 know I do listen to you.

21 COUNCILMAN JONES: That's Page  
22 3?

23 MR. EBEID: That's Page 3,  
24 correct.

25 COUNCILMAN JONES: Got it. So

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 take us through that. And what would  
3 be -- no. In all sincerity, I'm happy  
4 that we have this level of detail. You  
5 guys represent about a fifth of our  
6 budget as it's related to 17 percent, I  
7 think, at Fire -- Police. So you're not  
8 that far. There are some municipalities  
9 that don't have this much money, small  
10 cities that don't have. So it is  
11 important.

12 So could you go down this list  
13 one more time, and let me ask you a  
14 question. Do you have the capability  
15 here or when we do the callback to tell  
16 me is this an increase or a reduction in  
17 number? Do you know what I mean? Over  
18 the last couple fiscal years. I mean,  
19 off the top of your head -- I won't hold  
20 you to it, but generally is that up or  
21 down or up or down. Okay?

22 MR. EBEID: Sure. You want me  
23 to do that now as I read each line item?

24 COUNCILMAN JONES: Yeah.

25 MR. EBEID: Sure. So the

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           24,107 PCs, laptops, and tablets, off the  
3           top of my head most likely represents an  
4           increase.

5                     Twenty-five thousand seven  
6           hundred and fifty e-mail accounts, logic  
7           would tell me that that is the same.

8                     One thousand two hundred and  
9           thirty-one servers, our efforts is to  
10          reduce the number of servers and go to  
11          the cloud where possible. So that's  
12          probably down.

13                    Five hundred ninety virtual  
14          servers, that's how we consolidate  
15          physical servers into virtual host. So  
16          that number should go up if the number of  
17          physical servers is going down.

18                    One petabyte of storage is  
19          obviously up because we are collecting,  
20          storing, and disseminating more data than  
21          ever.

22                    COUNCILMAN JONES: Makes sense.

23                    MR. EBEID: Twenty-six thousand  
24          five hundred and seven telephone lines,  
25          that number stays relatively flat over

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 time.

3 COUNCILMAN JONES: So let me  
4 stop you there. I would like you to -- I  
5 think that represents the potential for  
6 savings. As we downsize departments, as  
7 we move from buildings, as we consolidate  
8 space, as we reconfigure offices, there's  
9 always in my mind a potential to reduce  
10 that cost. What's our cost per line? Do  
11 we have that?

12 MR. EBEID: So the Centrex  
13 contract that we have with Verizon is  
14 \$7.35 a month for each Centrex line, plus  
15 whatever usage.

16 So just to clarify in this one,  
17 because I know we've had this  
18 conversation a couple of times, zero  
19 usage means there's zero cost to us. So  
20 there is no saving if you reduce that  
21 line other than eliminate it completely,  
22 which would be that \$7.35 a month.

23 COUNCILMAN JONES: That's my  
24 point. So when you say a line, is that a  
25 virtual line or a hard wire?

1 4/14/15 - WHOLE - BILL 150162, etc.

2 MR. EBEID: It is a physical  
3 line. It's the phone that's on your  
4 desk.

5 COUNCILMAN JONES: Right. So  
6 if we eliminate it altogether, that's \$7  
7 a month we save.

8 MR. EBEID: Seven dollars and  
9 35 cents --

10 COUNCILMAN JONES: Which isn't  
11 bad. That's not a bad price, is it?

12 MR. EBEID: You'd have to think  
13 of the cost of bringing it back for  
14 someone else.

15 COUNCILMAN JONES: Okay. So if  
16 we then expect -- the caution there is  
17 that if we downsize a department today  
18 and then bring it back six months from  
19 now --

20 MR. EBEID: These lines are  
21 constantly being reused and recycled.

22 COUNCILMAN JONES: All right.  
23 So it's counterintuitive to just say tear  
24 it out?

25 MR. EBEID: It would be. But

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 the point to keep is that zero usage  
3 means zero cost above and beyond the  
4 7.35.

5 COUNCILMAN JONES: So what is  
6 our total annual Verizon bill?

7 MR. EBEID: I think in the  
8 budget for FY16 it's estimated about 10.6  
9 million, and either one of these  
10 gentlemen could correct me. That's the  
11 number that I have a picture of in my  
12 head.

13 COUNCILMAN JONES: Go ahead.

14 MR. DONATO: Chris Donato from  
15 OIT.

16 If you include all funding  
17 sources, it's probably closer to 12  
18 million.

19 COUNCILMAN JONES: When you say  
20 "all," is that including --

21 MR. DONATO: General Fund --

22 MR. EBEID: General Fund, Water  
23 Fund, Aviation.

24 COUNCILMAN JONES: So it's  
25 closer to 20 million?

1 4/14/15 - WHOLE - BILL 150162, etc.

2 MR. DONATO: No; 12 million.

3 COUNCILMAN JONES: All right.

4 The next line item is cell phones.

5 MR. EBEID: Yes; 2,245 cell  
6 phones and --

7 COUNCILMAN JONES: What's our  
8 deal on cell phones per month? Do we  
9 have a similar deal like the \$7 a month?

10 MR. EBEID: No. I believe  
11 they're anywhere from \$19 to \$25  
12 depending on carrier.

13 COUNCILMAN JONES: So I'm going  
14 to split it at \$21 a month on average,  
15 right? Is that fair?

16 MR. EBEID: Yes.

17 COUNCILMAN JONES: And how do  
18 we -- so is that number up or down over  
19 the last year of cell phones?

20 MR. EBEID: I'm going to say  
21 that that number -- and we'll confirm the  
22 data, but that number is relatively flat.

23 COUNCILMAN JONES: So I'm going  
24 to need you to provide to the Chair those  
25 answers. I didn't expect you to know

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 them off your head.

3 Smartphones?

4 MR. EBEID: Two thousand four  
5 hundred and eighteen smartphones.

6 COUNCILMAN JONES: What is the  
7 per month differential on smart versus  
8 regular cell phones? Is it the same?

9 MR. EBEID: No. The cell phone  
10 is in most cases a flip phone and they're  
11 seasonal use for voting, let's say, to  
12 support elections events. The  
13 smartphones are more of a phone plus what  
14 you would typically have personally on  
15 you.

16 COUNCILMAN JONES: So what  
17 would our monthly charge or annual charge  
18 for that be?

19 MR. EBEID: I want to say the  
20 monthly is between \$40 and \$50 a month.

21 COUNCILMAN JONES: So what's  
22 our total for the 2,400?

23 MR. EBEID: And if we see a  
24 decrease in cell phones, you'll probably  
25 see a proportional increase in

1 4/14/15 - WHOLE - BILL 150162, etc.

2 smartphones because of the switch-out.

3 COUNCILMAN JONES: What's our  
4 annual bill for smartphones?

5 MR. EBEID: That's a good  
6 question. It's probably around a million  
7 dollars.

8 COUNCILMAN JONES: It's a  
9 million dollars?

10 MR. EBEID: Between all funds,  
11 yes.

12 COUNCILMAN JONES: Who is our  
13 vendor?

14 MR. EBEID: AT&T is our cell  
15 phone -- is our wireless carrier.

16 COUNCILMAN JONES: And there  
17 were 88 cell phones deactivated?

18 MR. EBEID: Correct. And this  
19 is according to the OIT records, 88  
20 deactivated, 186 activated.

21 COUNCILMAN JONES: So what  
22 contributes to that deactivation and  
23 activation? New employees?

24 MR. EBEID: Clearly people  
25 retiring, leaving versus new employees or

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 agency heads and commissioners who would  
3 like individual folks on their team to  
4 have a new phone. Some of them didn't  
5 have a phone last year that needs a  
6 phone.

7 COUNCILMAN JONES: Radio  
8 subscribers, would that be emergency  
9 responders?

10 MR. EBEID: Emergency  
11 responders, Fire, Police, OEM, Streets,  
12 Prisons, and even some external  
13 stakeholders like Parking Authority, PGW.

14 COUNCILMAN JONES: So we pay  
15 for PGW?

16 MR. EBEID: No. They reimburse  
17 us.

18 COUNCILMAN JONES: Okay. So  
19 248 routers, 220 telecommunication  
20 circuits. For us laypersons, could you  
21 describe what they are?

22 MR. EBEID: Sure. So routers  
23 and switches are nothing more than a box  
24 anywhere in your office to a  
25 telecommunication closet to a data center

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           that aggregates connections and routes  
3           them to where you need to go. And  
4           telecommunication lines are actually  
5           leased circuits that you lease from  
6           telecommunication carriers to connect you  
7           from Point A to Point B.

8                   COUNCILMAN JONES: There are  
9           2,538 video surveillance feeds. I would  
10          take it to our cameras?

11                   MR. EBEID: I'm sorry?

12                   COUNCILMAN JONES: Are they to  
13          our cameras?

14                   MR. EBEID: These are feeds  
15          coming from City-owned cameras as well as  
16          partners that are part of our video  
17          surveillance framework.

18                   COUNCILMAN JONES: Without  
19          telling me too much where you would have  
20          to kill me, how many of them are in City  
21          inventory?

22                   MR. EBEID: City owned?

23                   COUNCILMAN JONES: Yes.

24                   MR. EBEID: About 247.

25                   COUNCILMAN JONES: So there are

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 2,500 here, though.

3 MR. EBEID: Feeds.

4 COUNCILMAN JONES: Help me to  
5 understand that better.

6 MR. EBEID: So two years ago it  
7 made a lot more sense economically and  
8 strategically to stop buying and owning  
9 physical cameras and entering into  
10 exchange agreements with partners who  
11 already have cameras and we would just  
12 have access to those feeds.

13 COUNCILMAN JONES: So SEPTA  
14 would be one of those partners?

15 MR. EBEID: SEPTA, Amtrak,  
16 PennDOT, Penn, Drexel. Just about anyone  
17 that has a camera feed that is interested  
18 in getting a feed from us, we enter into  
19 a reciprocal agreement where we can have  
20 access to their feed.

21 COUNCILMAN JONES: So it  
22 doesn't cost us; it's an exchange?

23 MR. EBEID: There are some  
24 costs, but it's far less than the capital  
25 cost of actually buying and installing

1 4/14/15 - WHOLE - BILL 150162, etc.

2 and maintaining our own cameras.

3 COUNCILMAN JONES: So roughly  
4 without -- there's 2,500 points of light  
5 that we can get feed from around our City  
6 right now?

7 MR. EBEID: There's 2,538  
8 camera feeds that Public Safety has  
9 access to.

10 COUNCILMAN JONES: I can't  
11 remember how we compare to Baltimore.

12 Council President, do you  
13 remember how many total cameras Baltimore  
14 city had?

15 COUNCIL PRESIDENT CLARKE: I'm  
16 thinking 300.

17 MR. EBEID: Three eighty-four.

18 COUNCILMAN JONES: Three  
19 eighty-four. So he just testified that  
20 we now have through our partnerships and  
21 our own ownership 2,400.

22 MR. EBEID: We don't own them.  
23 We have access to feeds. We have access  
24 to 2,538 camera feeds.

25 COUNCILMAN JONES: Okay.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 COUNCIL PRESIDENT CLARKE: And  
3 how many of those are realtime?

4 MR. EBEID: They all should be  
5 realtime within perhaps a minute or two  
6 of polling.

7 COUNCIL PRESIDENT CLARKE:  
8 They're not realtime. Realtime is I'm  
9 looking at a camera and I'm seeing the  
10 activity happen as we speak. The cameras  
11 that you have access to are, you get a  
12 911 call, there's a crime committed, then  
13 you go and ask the person to give you  
14 access to the camera. That's not  
15 realtime.

16 MR. EBEID: They are realtime  
17 and we can --

18 COUNCIL PRESIDENT CLARKE:  
19 Where are they at?

20 MR. EBEID: We can easily --

21 COUNCIL PRESIDENT CLARKE: I  
22 wasn't even going to bring this up.

23 MR. EBEID: We can easily take  
24 you to the DVIC, the Fusion Center, and  
25 easily show you -- bring up as many feeds

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 as you would like.

3 COUNCIL PRESIDENT CLARKE: And  
4 who is watching the cameras?

5 MR. EBEID: It's probably a  
6 question reserved for Police.

7 COUNCIL PRESIDENT CLARKE: You  
8 brought it up, sir.

9 MR. EBEID: I'm not watching  
10 the cameras.

11 COUNCIL PRESIDENT CLARKE:  
12 Well, you brought it up. You said you  
13 had realtime cameras. That means that  
14 somebody is watching the cameras.

15 MR. EBEID: There's an  
16 operation at the Realtime Crime Center  
17 and DVIC, and I don't know how many  
18 cameras they're watching, but they have  
19 access to that many feeds.

20 COUNCIL PRESIDENT CLARKE:  
21 Maybe our interpretation is different.  
22 Because if nobody is watching the camera,  
23 right, then nobody is watching the crime  
24 in realtime.

25 MR. EBEID: Some of the feeds

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           are recorded and they would have access  
3           to them in the event of if you need to go  
4           back.

5                   COUNCILMAN JONES: Maybe if I,  
6           Council President, phrase it a different  
7           way.

8                   We have 2,500 or so actual  
9           where we could flip a switch and  
10          live-view a camera. We do not have 2,500  
11          monitors at any given point in time  
12          watching those cameras.

13                  MR. EBEID: I'm not -- no, we  
14          don't have 2,538 people watching cameras.

15                  COUNCILMAN JONES: Because I've  
16          been down the Fusion Center, sir. No, we  
17          don't. But we have the ability to at any  
18          point in time go into those live feeds  
19          and actually -- but something has to  
20          trigger us going that way. So it's not  
21          the same as what Baltimore has, which is  
22          they have maybe a dozen cameras and a  
23          live person looking at that auto  
24          rotation. That's what they do with  
25          retired police officers. What we do

1 4/14/15 - WHOLE - BILL 150162, etc.

2 have --

3 COUNCIL PRESIDENT CLARKE: And  
4 it's actually -- not to cut you off,  
5 Councilman. It's actually based on crime  
6 patterns. So it's just not a random  
7 review of cameras. It's based on  
8 CompStat. And I don't know what they  
9 call it in Baltimore, where there's a  
10 likelihood that there's going to be  
11 crimes committed in this particular area  
12 based on the stats, which is why you're  
13 able to have significant coverage as  
14 opposed to having people look at cameras  
15 that nothing is ever going to happen in  
16 the foreseeable future. But I tried to  
17 stay away from this camera conversation.

18 COUNCILMAN JONES: I didn't  
19 mean to trigger your emotion, sir.

20 COUNCIL PRESIDENT CLARKE: All  
21 right.

22 COUNCILMAN JONES: But --

23 COUNCIL PRESIDENT CLARKE: So,  
24 by the way, and I'm still waiting -- and  
25 I know this is not you. I'm going to

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           bring it up because Councilman -- I'm  
3           waiting for that camera at 31st and  
4           Berks. It's going on about four years  
5           now.

6                     But anyway, I'm sorry,  
7           Councilman.

8                     COUNCILMAN JONES: That's okay.  
9           That's okay, Council President.

10                    All right. So I got the live  
11           feeds, and that is an improvement over  
12           the years.

13                    Five hundred enterprise -- what  
14           is the 506 enterprise and agency business  
15           applications?

16                    MR. EBEID: These are all the  
17           business applications that assist  
18           agencies in running the day-to-day.

19                    COUNCILMAN JONES: So these are  
20           the software that we have?

21                    MR. EBEID: Yeah. Sure. Some  
22           of them are as complicated as, let's say,  
23           the tax system and some of them are as  
24           simple as a small application that tracks  
25           cases.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 COUNCIL PRESIDENT CLARKE:

3 Councilman, we do have a couple other  
4 people teed up.

5 COUNCILMAN JONES: Oh, I'm  
6 sorry.

7 So can you provide me the 52  
8 contracts, 19 subcontractors, who they  
9 are and what they service. I got the  
10 websites and all of that. I don't need  
11 any of that. And one of my next round, I  
12 want to talk about your relationship with  
13 Comcast and PhillyCAM.

14 MR. EBEID: Sure. I think the  
15 52 contracts and 19 subcontractors are  
16 actually included in the FY16 budget, but  
17 we'll provide a separate document as  
18 well.

19 COUNCILMAN JONES: Thank you.

20 COUNCIL PRESIDENT CLARKE:

21 Thank you, Councilman.

22 The Chair recognizes Councilman  
23 Goode.

24 COUNCILMAN GOODE: Thank you,  
25 Mr. President.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 Good afternoon.

3 MR. EBEID: Good afternoon.

4 COUNCILMAN GOODE: Over the

5 next series of weeks we're going to enter

6 a new discussion about innovation

7 technology, and we expect it to

8 intensify. I assume you know that. In

9 your opening remarks, you described

10 yourself as representing the Department

11 of Innovation and Technology but also the

12 innovation and technology community; is

13 that correct?

14 MR. EBEID: The IT community,

15 correct.

16 COUNCILMAN GOODE: Do you

17 consider yourself to be the chief public

18 policy maker for that community?

19 MR. EBEID: No.

20 COUNCILMAN GOODE: So who would

21 that be? Who is responsible for public

22 policy in regard to innovation and

23 technology?

24 MR. EBEID: Clearly, the --

25 COUNCILMAN GOODE: Let me frame

1 4/14/15 - WHOLE - BILL 150162, etc.

2 the question a different way.

3 MR. EBEID: Sure.

4 COUNCILMAN GOODE: Do you view  
5 your responsibility as being limited to  
6 government and its effectiveness and  
7 efficiency or do you view your department  
8 as also having a role with regard to  
9 serving the citizenry of Philadelphia  
10 with regard to innovation and technology?

11 MR. EBEID: So both. My first  
12 area that I'm accountable for is to  
13 internally focus to make sure that the  
14 agencies and departments have the  
15 necessary technology to run the  
16 day-to-day business. They in turn serve  
17 their constituents and customers. And  
18 when possible, I am part of conversations  
19 of how we can advance innovation and  
20 technology externally to not only improve  
21 Philadelphians' digital quality of life  
22 but to also engage the local tech  
23 community. There's also an economic  
24 development angle to it.

25 COUNCILMAN GOODE: But you are

1 4/14/15 - WHOLE - BILL 150162, etc.

2 not the chief public policy maker?

3 MR. EBEID: I'm not the chief  
4 public policy maker.

5 COUNCILMAN GOODE: So who is  
6 the chief public policy maker?

7 MR. EBEID: I -- that's --

8 COUNCILMAN GOODE: Is there a  
9 chief public policy maker with regard to  
10 innovation and technology?

11 MR. EBEID: There's a group of  
12 folks and stakeholders who have a genuine  
13 interest in this topic and they --  
14 there's not a single person that --

15 COUNCILMAN GOODE: Nobody is in  
16 charge.

17 MR. EBEID: I wouldn't  
18 characterize it that way. I think it's a  
19 question that perhaps the Chief of Staff  
20 or the Mayor can give you an answer for.

21 COUNCILMAN GOODE: No. I meant  
22 in terms of the entire community. For  
23 the purposes of the Mayor and Chief of  
24 Staff, I'm assuming you are the chief  
25 public policy person for their purposes.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 MR. EBEID: I have  
3 observations, advice, and recommendations  
4 that I'm happy to provide any time when  
5 I'm asked, yes.

6 COUNCILMAN GOODE: So what is  
7 your role with regard to the Comcast  
8 franchise?

9 MR. EBEID: The cable franchise  
10 office was transferred to the Office of  
11 Innovation and Technology around the 2010  
12 timeframe. It was at one time at the  
13 Public Property. And as the head of the  
14 OIT, I am accountable for negotiating the  
15 next cable franchise, whether it's with  
16 Comcast or Verizon or any other cable  
17 provider.

18 COUNCILMAN GOODE: So you are  
19 in charge of that process?

20 MR. EBEID: The Mayor looks at  
21 me to lead that process and advise him on  
22 next steps.

23 COUNCILMAN GOODE: How have you  
24 advised the Mayor in terms of how Council  
25 should be involved and how the citizens

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 of Philadelphia should be involved? What  
3 is your process that you have  
4 established?

5 MR. EBEID: So I think for the  
6 first time ever, we conducted what's  
7 called a community needs assessment,  
8 which is a very robust, deep dive into  
9 feedback from the community through  
10 telephone surveys, online surveys. We've  
11 also hired a very well-seasoned  
12 subject-matter expert to help us through  
13 that process and compile the document.  
14 So the Mayor last Thursday announced the  
15 availability of that document, 571 pages  
16 that constitute what the -- what we've  
17 been able to do over the last 18 months.  
18 The feedback from the public is not over.  
19 We are scheduling six public meetings  
20 beginning the week of April 27 to get  
21 additional feedback. Frankly, we want to  
22 hear as much as possible from folks. I  
23 think this is not an easy area to try to  
24 clarify, but clearly our next steps  
25 should really be a function of the

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 feedback that we hear from the community.

3 COUNCILMAN GOODE: Before I  
4 come back on some possible next  
5 questions, if my colleagues don't ask  
6 those questions before then, I'm  
7 interested in what your takeaways from  
8 that report were. What did you learn  
9 from the report?

10 MR. EBEID: So I think the  
11 first thing we learned -- and this is  
12 probably the obvious thing -- is that  
13 both the City and Comcast have one thing  
14 in common, in that they serve the same  
15 set of constituents. Their customers are  
16 our customers as well. So I think both  
17 parties have a best interest in making  
18 sure that the next cable franchise  
19 renewal reflects the needs of the  
20 community and its future proved to evolve  
21 over the next 15 years or whatever term  
22 we end up negotiating.

23 I don't think Comcast saw  
24 anything or heard anything new with  
25 regard to customer service. They clearly

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           might debate process in numbers, but very  
3           large organizations like that continue to  
4           strive harder to make improvements in  
5           customer service, just as we do the same,  
6           we try to do the same as well.

7                       We've identified also the need  
8           for the City to have in place reliable  
9           infrastructure so that we could serve our  
10          constituents in a much more efficient  
11          manner and clearly making that part of  
12          our cable franchise renewal to the extent  
13          that Comcast can provide us with that  
14          capability.

15                      COUNCILMAN GOODE: That means  
16          we should build out our own fiber  
17          network?

18                      MR. EBEID: Well, I mean,  
19          clearly the leased circuits scenario that  
20          we have today that we talked about with  
21          Councilman Jones a few minutes ago is not  
22          a very efficient way to deal with the  
23          issues and bandwidth and capacity. So we  
24          are asking Verizon -- I mean Comcast to  
25          provide us with what's called dark fiber

1       4/14/15 - WHOLE - BILL 150162, etc.  
2       capability that we would light up to  
3       connect different government buildings,  
4       municipal buildings together so that we  
5       can deliver services more efficiently.  
6       So that is one element of the report and  
7       the negotiation process.

8               COUNCILMAN GOODE: Thank you,  
9       Mr. President.

10              MR. EBEID: Thank you.

11              COUNCIL PRESIDENT CLARKE:  
12       Thank you, Councilman.

13              The Chair recognizes Councilman  
14       Neilson.

15              COUNCILMAN NEILSON: Thank you,  
16       Mr. President.

17              A couple more things now that  
18       it's brought up. The release of the  
19       571-page report that the Mayor spoke  
20       about, are you going to provide Council  
21       with a copy of that shortly?

22              MR. EBEID: Yeah. So the  
23       document is available online. A ten-page  
24       executive summary is also available  
25       online, and yesterday we reached out to

1 4/14/15 - WHOLE - BILL 150162, etc.

2 President Clarke's office and offered an  
3 opportunity to come in and brief all of  
4 Council.

5 COUNCILMAN NEILSON: Great.

6 Thank you.

7 We spoke about the dark fiber  
8 in the public facilities. How many  
9 City-owned buildings where employees work  
10 in do not have Internet access currently?  
11 Would you be surprised if I told you  
12 there were some?

13 MR. EBEID: Would I surprised  
14 if what? I'm sorry.

15 COUNCILMAN NEILSON: If I told  
16 you City-owned facilities and City  
17 employees are currently without access to  
18 Internet within their building.

19 MR. EBEID: I would find that  
20 very hard to believe if it's a City-owned  
21 building, even leased buildings --

22 COUNCILMAN NEILSON: The  
23 Commissioner of Parks actually testified  
24 to that effect the other day, that he has  
25 facilities within his domain that his

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           people do not have access to the  
3           Internet. They have none, no computer  
4           access.

5                   MR. EBEID: If there's a  
6           trailer sitting in the middle of nowhere  
7           and I have no way to get a carrier out to  
8           it, those are maybe the scenarios I would  
9           believe.

10                   COUNCILMAN NEILSON: So they're  
11           in the City. I mean, is that something  
12           that you would be willing to negotiate in  
13           these franchise agreements? Because here  
14           we have -- I mean, some of the recreation  
15           centers, according to the Parks  
16           Commissioner, do not have access and  
17           they're somewhere where -- they do a lot  
18           of activities there, child care all the  
19           way down through. You name it, they do  
20           it.

21                   Is anything in the franchise  
22           agreement to address that to make certain  
23           that they provide them services or is  
24           that something you'd be willing to try to  
25           negotiate in there? It's something I'm

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           going to bring up at every public meeting  
3           to try and get in there.

4                   MR. EBEID: I think that's what  
5           the public meetings are for, absolutely,  
6           if that's a community need. We do need  
7           to educate the public that the cable  
8           franchise is cable and not anything else,  
9           but I don't think it's going to stop this  
10          Administration from making additional  
11          requests during the negotiation process.

12                   COUNCILMAN NEILSON: To help  
13          better access for everybody.

14                   Years ago we heard a lot about,  
15          prior to me joining Council, about this  
16          wireless system, Wireless Philadelphia,  
17          let's go wireless. I see nothing in your  
18          testimony that shows any progress or  
19          anything or where we're at. Where are we  
20          at with any of that stuff?

21                   MR. EBEID: Wireless  
22          Philadelphia was, frankly, a project  
23          before my time, so I'm not sure how  
24          much --

25                   COUNCILMAN NEILSON: Mine too,

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           but I just don't see anybody talking  
3           about it anymore or how we're moving  
4           forward and progress and anything like  
5           that.

6                       MR. EBEID: In 2004, it was  
7           considered a great vision to be able to  
8           provide that type of capability.  
9           Unfortunately, over the years the  
10          business model has not kept up. So you  
11          couldn't really sustain a system like  
12          that. We do have spots where we do  
13          provide wireless networks, but they're  
14          not -- we don't have the entire county  
15          obviously covered.

16                      I do think there's an  
17          opportunity to revisit the assets left by  
18          that project and think about how we can  
19          repurpose them with the right partner so  
20          that we can revisit the vision of  
21          providing that type of capability, but  
22          also build a sustainable business model  
23          around it so that it could survive the  
24          scrutiny of time.

25                      COUNCILMAN NEILSON: Thank you

1 4/14/15 - WHOLE - BILL 150162, etc.

2 very much.

3 MR. EBEID: You're welcome.

4 COUNCILMAN NEILSON: And enjoy  
5 the rest of your day. I have no further  
6 questions.

7 MR. EBEID: Thank you.

8 COUNCILMAN JONES: Thank you,  
9 Councilman.

10 I'm going to jump in and then I  
11 think --

12 (Bell rung.)

13 COUNCILMAN JONES: Now I know  
14 I'm up here.

15 So a couple questions, and I  
16 wanted to talk about two worthwhile  
17 programs. Our public access channel and  
18 station on the seventh floor, which I  
19 think they operate with bubble gum and  
20 wire sometimes, so much so that they have  
21 a square TV monitor that looks like Fred  
22 Flintstone's first TV, and then  
23 PhillyCAM, which is the public access  
24 arm, the studio out in the community that  
25 does training for wanna-be television

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           producers providing that public access,  
3           which is required in the Comcast  
4           franchise.

5                     What I want to know is, are you  
6           on that negotiating team and are you  
7           specifically negotiating for PhillyCAM in  
8           a high-def station for City access and  
9           new equipment for both?

10                    MR. EBEID: So the answer is --  
11           the short answer is yes to both. The  
12           studio, the Channel 64 studio that you  
13           referenced upstairs, is part of a  
14           renovation initiative, which Comcast has  
15           agreed to, that would bring the  
16           equipment -- upgrade the equipment so to  
17           allow us to carry true high definition.

18                    COUNCILMAN JONES: Are they  
19           giving us one? I thought in the  
20           agreement we are like entitled to two.

21                    MR. EBEID: So the entire cable  
22           franchise umbrella covers 12 what's  
23           called PEG channels - public, education,  
24           and government. The City has two and  
25           then the rest are spread out over other

1       4/14/15 - WHOLE - BILL 150162, etc.  
2       partners. So we do have -- we had been  
3       working with Comcast on a plan to not  
4       only upgrade the studio that's upstairs  
5       but also upgrade the broadcasting from  
6       the Council Chambers as well as Mayor's  
7       Reception Hall and a couple of other  
8       areas in Parkway Plaza and MSB. So that  
9       plan is not only part of the negotiation  
10      asks, but Comcast has shown good faith to  
11      start working with us on that.

12               COUNCILMAN JONES: So by way of  
13      ability to, for example, have the public  
14      access programming on an On Demand  
15      system, because a lot of times you can't  
16      schedule catch-as-catch-can some of the  
17      live areas of it, but if they were to put  
18      them in columns based on interests such  
19      as public education, hobbies,  
20      entertainment, local entertainment that  
21      you could actually go to at your  
22      convenience, I think it would increase  
23      access to good information that the  
24      subscribers really want and flavor from  
25      local communities around the City.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 Are we negotiating an On Demand  
3 presence for our public access?

4 MR. EBEID: We have heard  
5 from -- we heard feedback from the  
6 community regarding how important the PEG  
7 channels are. We've heard from our  
8 partners at PhillyCAM at not only how  
9 important the current programs are, but  
10 also their plans to increase programming  
11 and content, and my guess is that we'll  
12 hear more of that when the six public  
13 meetings are scheduled. So we're going  
14 to continue to collect as much feedback  
15 as possible to make sure that the next  
16 cable franchise represents the need of  
17 the community.

18 COUNCILMAN JONES: Can you  
19 explain to me how 1Net helps the City's  
20 communications process and how it's  
21 provided through the Comcast franchise  
22 agreement.

23 MR. EBEID: Sure. So  
24 technically we refer to it as iNet. The  
25 iNet is a -- we wouldn't be the first to

1        4/14/15 - WHOLE - BILL 150162, etc.  
2        negotiate something like that within the  
3        cable franchise. In fact, the City of  
4        Pittsburgh and other cities have  
5        negotiated a similar capability where the  
6        City would have access to its own dark  
7        fiber or many services that are provided  
8        by the carrier, although we prefer not to  
9        have that scenario. And then that offers  
10       high-speed communication, connecting the  
11       different municipal buildings to each  
12       other.

13                    Was that helpful?

14                    COUNCILMAN JONES: Yes. So  
15        we're going to pay attention to it. We  
16        want you to fight for it. This franchise  
17        will be closed for another 15 years, I  
18        believe it is. Once they get the  
19        agreement, we won't be able to have this  
20        window of opportunity for another 15  
21        years.

22                    MR. EBEID: We would be asking  
23        for a 15-year term, correct.

24                    COUNCILMAN JONES: So whatever  
25        we're going to get, whatever we're going

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           to negotiate, I think now is the time,  
3           and you are our champion at the table  
4           that understands the needs of the City,  
5           but also what we're hearing by way of  
6           feedback, it's as important to make sure  
7           that that access channel be high-def and  
8           that On Demand be done.

9                       MR. EBEID: Understood.

10                      COUNCILMAN JONES: The Chair  
11           now recognizes Councilman Goode.

12                      COUNCILMAN GOODE: Thank you,  
13           Mr. Chairman.

14                      A few questions for the record.  
15           Remind me how long you've worked for the  
16           City in this position.

17                      MR. EBEID: Sure. I started  
18           August 19, 2011. So it's three years,  
19           eight months. Actually, five days short  
20           of eight months.

21                      COUNCILMAN GOODE: And at what  
22           point were you notified of your  
23           responsibilities to being chief  
24           negotiator for the cable franchise?

25                      MR. EBEID: So when I joined

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           the City in 2011 in reviewing what I'm  
3           accountable for, clearly this is one of  
4           the functions that surfaced.

5                   COUNCILMAN GOODE: At the very  
6           beginning?

7                   MR. EBEID: Yes. I knew that  
8           the City or my department was responsible  
9           for maintaining a cable franchise  
10          function and that at some point Comcast  
11          and other cable providers are going to  
12          ask for a renewal process to begin.

13                  COUNCILMAN GOODE: So do you  
14          consider yourself currently to be in  
15          formal negotiation and, if so, at what  
16          point did you start formal negotiation  
17          with Comcast?

18                  MR. EBEID: So I think initial  
19          conversations with Comcast have already  
20          begun and will continue -- as we continue  
21          to collect feedback, we will continue to  
22          negotiate with Comcast what our position  
23          is moving forward. They'll certainly  
24          have their position, and part of the  
25          negotiation is to --

1 4/14/15 - WHOLE - BILL 150162, etc.

2 COUNCILMAN GOODE: My question  
3 was, are you involved in formal  
4 negotiations right now and, if so, at  
5 what point did you begin formal  
6 negotiation?

7 MR. EBEID: We had our initial  
8 meeting with Comcast on March 18th and we  
9 consider that to be the kickoff of our  
10 negotiation.

11 COUNCILMAN GOODE: Okay. And  
12 so what role has the report played in  
13 that negotiation, what role will the six  
14 public hearings play in that negotiation,  
15 and when do you anticipate negotiation  
16 will begin to come to a head in terms of  
17 having to come to some sort of agreement?

18 MR. EBEID: So clearly we  
19 started the community needs assessment to  
20 inform the negotiation process. The  
21 feedback during the public meetings as  
22 well as the feedback we continue to  
23 receive online continues to inform that  
24 process. The existing four franchise  
25 areas covered by Comcast begin to expire

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           from August of this year to October of  
3           this year. So clearly at some point in  
4           the summer, we're going to have at least  
5           an understanding of where we stand versus  
6           Comcast, and our hope is that the gap is  
7           not that big to deal with.

8                   COUNCILMAN GOODE: So you don't  
9           know when negotiation will be finalized,  
10          but you anticipate that Council will not  
11          receive anything until the fall?

12                  MR. EBEID: What was the last  
13          part, Councilman Goode?

14                  COUNCILMAN GOODE: You  
15          anticipate that Council will not receive  
16          anything until the fall.

17                  MR. EBEID: Well, we reached  
18          out to Council yesterday or at least  
19          began briefing you on the findings in the  
20          report. Our next steps -- we want to  
21          engage you as early as possible in this  
22          process so that when the decision does  
23          come, you're as informed as you can be.

24                  COUNCILMAN GOODE: I guess the  
25          question is, when will you have at least

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 a draft of an agreement and when will  
3 Council receive that draft?

4 MR. EBEID: Unless there's a  
5 formal process that's going to be invoked  
6 to extend the expiration dates, we have  
7 between now and August to react.

8 COUNCILMAN GOODE: And so  
9 Council would receive that at some point  
10 in the fall?

11 MR. EBEID: Our goal is to get  
12 you something to review as quickly as  
13 possible. This all really depends on the  
14 feedback and at what point do we have  
15 agreement with Comcast on our list of  
16 asks.

17 COUNCILMAN GOODE: I'm simply  
18 asking you about your timetable and what  
19 you anticipate in terms of your  
20 timetable. You are the chief negotiator.

21 MR. EBEID: I anticipate coming  
22 to you as quickly as I can, because the  
23 existing franchise agreements in place  
24 begin to expire in August.

25 COUNCILMAN GOODE: I'm not sure

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 what as quickly as you can means. I'm  
3 not sure what you're coming to us with.

4 MR. EBEID: So the list of  
5 public feedback is going to inform the  
6 set of demands or asks that we will have  
7 with Comcast. There's going to be a  
8 negotiation process on where we land, and  
9 once that process is final, then we will  
10 work with our sister agency, the  
11 Department of Law, to finalize a  
12 franchise agreement that will be  
13 presented to the Mayor for review as well  
14 as Council for review.

15 COUNCILMAN GOODE: So you're  
16 going to get back to us on that?

17 MR. EBEID: I'm happy to get  
18 back to you with a tighter timeline, yes.

19 COUNCILMAN GOODE: Because you  
20 don't have one right now?

21 MR. EBEID: I'm not -- I have a  
22 range that I'm working with.

23 COUNCILMAN GOODE: But you  
24 don't want to tell me that right now?

25 MR. EBEID: This is a

1 4/14/15 - WHOLE - BILL 150162, etc.

2 negotiation session, so --

3 COUNCILMAN GOODE: So it's none  
4 of our business yet.

5 MR. EBEID: I'm asking you to  
6 help me negotiate in the best interest of  
7 the City.

8 COUNCILMAN GOODE: So it's none  
9 of our business yet.

10 MR. EBEID: I'm asking you to  
11 work with me so that I can negotiate the  
12 best possible position for the City.

13 COUNCILMAN GOODE: Thank you.

14 MR. EBEID: Thank you.

15 COUNCILMAN JONES: Thank you,  
16 Councilman.

17 Before I recognize Councilman  
18 Neilson, one of the negotiating points we  
19 want you to champion, we want to see the  
20 Phillies, Sixers, Flyers, Phantoms, and  
21 Union for free, the whole City for free  
22 from now on. Can you handle that?

23 Don't answer that.

24 The Chair recognizes Councilman  
25 Neilson.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 COUNCILMAN NEILSON: If I  
3 understand the answer to Councilman  
4 Goode, you're not expecting us to make a  
5 decision until August? We're not in  
6 session during August. So is this  
7 something that we have to, since we're on  
8 such a timeframe now, is it something  
9 that the Administration is seeking now to  
10 get an extension to Comcast? Is that  
11 something you said we might have to take  
12 legislative action on? Because we're  
13 running out of time here and we don't  
14 want to have to speed along the process  
15 that we need to take our time with,  
16 because this is a long-term agreement.

17 MR. EBEID: We are not  
18 requesting an extension. I realize the  
19 timeline is short, but we're going to  
20 know fairly quickly where we stand and  
21 where Comcast stands with their response,  
22 and based on that, we'll brief the Mayor  
23 and the Mayor will make a decision on  
24 what the final franchise agreement is  
25 going to look like.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 COUNCILMAN NEILSON: You  
3 mentioned earlier that you have scheduled  
4 community meetings throughout the City.  
5 How many of them were there? Like five  
6 or six?

7 MR. EBEID: So there's a total  
8 of six public meetings that are going to  
9 be scheduled beginning the week of April  
10 27, but I also believe Councilman Henon  
11 and Councilman O'Brien are co-sponsoring  
12 an effort to hold their own separate  
13 meetings, and I believe they're going to  
14 be holding five additional meetings as  
15 well, but we have not seen that schedule  
16 or timetable.

17 COUNCILMAN JONES: Point of  
18 information. You don't have stated  
19 locations yet?

20 MR. EBEID: I want to say we  
21 actually have a draft with that. We're  
22 working with the Mayor's Office. I'm  
23 going to say that within the next day or  
24 two, we would have a final list of  
25 locations and times.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 COUNCILMAN JONES: Would you  
3 send that to the Chair, please.

4 MR. EBEID: Absolutely.

5 COUNCILMAN JONES: Sorry,  
6 Councilman.

7 COUNCILMAN NEILSON: No, no.  
8 We're good, because I was going to do  
9 that as well.

10 So we're talking 11 meetings.  
11 I'm more concerned with timeframe to make  
12 sure this is vented properly. Do we know  
13 the length of agreement that we're  
14 looking to get, that we're seeking? I  
15 mean, can you share that with us? Is it  
16 five-year, ten-year, 20-year, 30-year?

17 MR. EBEID: Our request is for  
18 15 years.

19 COUNCILMAN NEILSON: So we ask  
20 them for a 15-year agreement?

21 MR. EBEID: Correct.

22 COUNCILMAN NEILSON: That's the  
23 only term we're looking for, 15. We  
24 didn't say, Hey, can you give us  
25 something for ten? Sometimes these

1           4/14/15 - WHOLE - BILL 150162, etc.  
2       agreements go far, and it would be  
3       something that we'd like to see  
4       shortened. I know this way there's more  
5       input, because we have no way of holding  
6       people accountable for what they  
7       promised. I know we did a 15-year  
8       agreement last time, which brings us into  
9       today, and at the time we did a 15-year  
10      agreement, we not only did Comcast, we  
11      did -- I believe there were two other  
12      minority-owned cable companies that we  
13      had there, and within six months they  
14      were bought out by Comcast. So are there  
15      any other companies we're looking to do  
16      an agreement with?

17               MR. EBEID: I believe the  
18      process does not prohibit anyone from  
19      entering this market space. We have not  
20      heard -- with regard to the 15-year, we  
21      have not heard of a response back from  
22      Comcast. So our initial position is 15  
23      years and we have not heard a response  
24      back to that.

25               COUNCILMAN NEILSON: And I also

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           want, Mr. Chairman, I want to go on the  
3           record to say Comcast is a partner of  
4           Philadelphia and we appreciate their  
5           corporate headquarters and everything  
6           else being here, because it does employ a  
7           whole lot of Philadelphians, and I want  
8           to make that clear. This isn't so much a  
9           Comcast issue, it's a contract issue that  
10          I'm trying to address here to make  
11          certain that the City gets the best for  
12          this long-term contracting.

13                   And, again, I thank you for  
14          coming today.

15                   COUNCILMAN JONES: Thank you,  
16          Councilman.

17                   Are there any other questions?  
18                   (No response.)

19                   COUNCILMAN JONES: Seeing none,  
20          thank you for your elongated testimony.

21                   MR. EBEID: Thank you.

22                   COUNCILMAN JONES: Next we'll  
23          have Philadelphia City Planning.

24                   (Short recess for  
25          stenographer.)

1 4/14/15 - WHOLE - BILL 150162, etc.

2 COUNCILMAN JONES: We're  
3 resuming the Committee of the Whole  
4 hearings on the budget testimony. Next  
5 department up is the City Planning  
6 Department.

7 (Witnesses approached witness  
8 table.)

9 COUNCILMAN JONES: Thank you  
10 for your patience. Please be seated and  
11 begin your testimony.

12 MR. JASTRZAB: Good afternoon,  
13 Councilman Jones and other members of  
14 City Council. I'm Gary Jastrzab, the  
15 Executive Director of the City Planning  
16 Commission. With me today are Deputy  
17 Directors Eleanor Sharpe and Alan Urek.  
18 Thanks for this opportunity to present  
19 the City Planning Commission's proposed  
20 operating budget for Fiscal Year 2016.

21 The primary goal of the City  
22 Planning Commission is to make  
23 Philadelphia a place of choice through  
24 sound planning principles and policies.  
25 The Home Rule Charter directs the

1        4/14/15 - WHOLE - BILL 150162, etc.  
2        Commission to prepare and update a  
3        comprehensive plan to guide the City's  
4        physical development, to prepare an  
5        annual capital program and budget to  
6        guide City infrastructure and public  
7        facility investments, prepare proposed  
8        zoning ordinances and maps to ensure  
9        appropriate development, administer  
10       regulations concerning the subdivision of  
11       land, and to make recommendations on the  
12       acquisition and sale of City real estate.

13                The Commission's other  
14       responsibilities include administering  
15       the Zoning Code's Civic Design Review and  
16       Registered Community Organization  
17       processes and operating the Citizens  
18       Planning Institute as the educational and  
19       civic engagement arm of the City Planning  
20       Commission. The Administration of the  
21       Art Commission is also included in the  
22       City Planning Commission's budget.

23                The Commission's proposed  
24       operating budget of \$4,141,845 is  
25       comprised of three parts - a General Fund

1        4/14/15 - WHOLE - BILL 150162, etc.  
2        request for \$2,429,778, a Community  
3        Development Fund request for \$280,000,  
4        and a Grants Revenue Fund appropriations  
5        request for \$1,432,067. This is a net  
6        increase of \$720,725 from our Fiscal Year  
7        '15 estimated obligations, the result of  
8        increases of \$50,111 in the requested  
9        General Fund appropriation and \$670,614  
10       in the Grants Revenue Fund. There is no  
11       change in our Community Development Fund  
12       request.

13                For Fiscal Year 2016, the  
14       Commission is anticipating a staffing  
15       level of 41 positions, an increase of  
16       four positions from last year if an  
17       anticipated grant is realized - 32  
18       General Fund positions; four Community  
19       Development Fund positions; five Grant  
20       Revenue Fund positions.

21                As of December 2014, the City  
22       Planning Commission's executive staff  
23       consists of three - myself, the Executive  
24       Director, and two Deputy Executive  
25       Directors, two of whom are male and one

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           is female, as you can see, two are white  
3           and one is African American. Considering  
4           the entire City Planning Commission  
5           staff, we are 53 percent male, 47 percent  
6           female, 79 percent white, 18 percent  
7           African American, and 3 percent Asian  
8           American.

9                     The City Planning Commission  
10          currently has two bilingual staffers.  
11          One speaks Mandarin Chinese, the other  
12          speaks Vietnamese. And in the first half  
13          of Fiscal Year 2015, four new employees  
14          were hired - one Asian female, one white  
15          female, two white males.

16                    I'd like to briefly describe  
17          three important initiatives of the City  
18          Planning Commission. Philadelphia2035 is  
19          our comprehensive plan and is the City's  
20          first citywide comprehensive plan since  
21          1960. It's intended to align municipal,  
22          private, institutional, and civic  
23          resources towards common physical  
24          development goals. The Commission  
25          continues to institutionalize the City's

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 comprehensive planning process so that it  
3 is updated and renewed in a continuing  
4 cycle going forward. The Commission  
5 received a National Best Practices Award  
6 in 2013 for its work.

7 The Commission is now engaged  
8 in a series of 18 district plans  
9 addressing land use, zoning, urban  
10 design, healthy communities, public  
11 facilities, and other physical  
12 infrastructure issues. Each district  
13 plan involves extensive civic outreach  
14 and public participation. Eight district  
15 plans have been adopted since 2012 and  
16 two more are scheduled for adoption by  
17 the end of June. By early next year it's  
18 anticipated that 12 of the 18 district  
19 plans will have been completed.

20 Coming out of the district  
21 plans are zoning recommendations. Two  
22 types of zoning recommendations are  
23 proposed - corrective rezoning to replace  
24 obsolete or outdated zoning and zoning to  
25 advance the plan to achieve future

1       4/14/15 - WHOLE - BILL 150162, etc.  
2       development and neighborhood conservation  
3       goals. To date, recommendations have  
4       been made to remap 6,710 acres of land,  
5       about one of every five acres in the  
6       districts with adopted plans. Of this  
7       total, remapping has been completed and  
8       is in place for 1,750 acres, 26 percent.  
9       Another 1,700, 26 percent, are in  
10      progress and we're working on the balance  
11      of 3,245 acres, about 48 percent. During  
12      Fiscal 2016, the Commission expects to  
13      propose an additional 3,000 acres for  
14      remapping.

15               The PCPC staff works closely  
16      with City Councilmembers and other  
17      community stakeholders to prepare all  
18      zoning remapping bills.

19               And, finally, the Citizens  
20      Planning Institute was created in 2010 as  
21      the Commission's education, training, and  
22      civic engagement arm. The CPI helps  
23      empower Philadelphians to take a more  
24      proactive and informed role in shaping  
25      the future of their city through a better

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 understanding of planning, zoning, and  
3 the development process. Each spring and  
4 fall the CPI offers educational courses  
5 focusing on planning and urban design  
6 topics. Now beginning its 10th semester,  
7 the CPI will have graduated 300 citizen  
8 planners by the end of June.

9 Thank you for this opportunity  
10 to testify. My colleagues and I would be  
11 happy to address any questions that you  
12 may have.

13 COUNCILMAN JONES: Thank you  
14 very, very much, and you're the deep  
15 thinkers of government for us, giving us  
16 a sense of where our city is. So in  
17 plain speak for those people that are  
18 watching this, tell me what you see  
19 Philadelphia moving towards. What's our  
20 health? What's our strengths, some of  
21 our weaknesses, things that we need to  
22 watch out for by way of population  
23 shifts? What do you see?

24 MR. JASTRZAB: So my career  
25 with the City of Philadelphia is almost

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 now 35 years, and when I arrived in  
3 Philadelphia in 1980, the City had  
4 experienced several decades of population  
5 loss, disinvestment in many  
6 neighborhoods, a major restructuring of  
7 its economy, losing many manufacturing  
8 jobs, and it was just beginning to  
9 develop a reputation as a center for more  
10 of a service economy. There was a great  
11 deal of housing and neighborhood  
12 reinvestment that was occurring in and  
13 around Center City, a lot of spillover  
14 from Center City in neighborhoods like  
15 Queen Village and Bella Vista, Fairmount  
16 and Spring Garden. Much of that was kind  
17 of driven by demographic trends, I think.  
18 Baby boomers such as myself were out of  
19 college, getting their first jobs,  
20 forming households, having children, and  
21 needed a place to live, and a lot of the  
22 jobs in Center City that appealed to that  
23 generation, people were looking to live  
24 close by. So we saw a lot of  
25 reinvestment in those close-in

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 neighborhoods.

3 Many of those -- well, a good  
4 portion of those people stayed. Their  
5 children are now graduating from college,  
6 forming households, having children of  
7 their own, and we've seen since the mid  
8 aughts, 2005, 2006, that the City's  
9 population has bottomed out and is  
10 beginning to rise, and that has continued  
11 on an annual basis based on census  
12 estimates since that mid part of the  
13 decade between 2000 and 2010.

14 I think our economy as a place  
15 of ed, meds, and beds has really  
16 blossomed in that 35 years.

17 COUNCILMAN JONES: Give me the  
18 beds.

19 MR. JASTRZAB: Education,  
20 hospitality --

21 MS. SHARPE: Hotels.

22 MR. JASTRZAB: Hotels and  
23 hospitality, education, and medical,  
24 shorthand for kind of this emerging  
25 service economy, makes up a good portion

1 4/14/15 - WHOLE - BILL 150162, etc.  
2 of our economy. I think that part of the  
3 economy is strong, and in the last decade  
4 I think we've begun to see, maybe on a  
5 small scale, the return of some highly  
6 technical manufacturing, and certainly  
7 the recent trend has been with the maker  
8 community, kind of live-work spaces where  
9 people are providing special new projects  
10 that are kind of innovative and unusual.  
11 I think the IT economy in Philadelphia --  
12 Philadelphia I don't think had ever been  
13 really known as a hub of IT activity. I  
14 think that's changed over the past ten or  
15 15 years, certainly along 3rd Street and  
16 extending north from Old City.

17 So I think in my career here,  
18 Philadelphia has come a long way. We're  
19 on a good track. I think with this  
20 comprehensive planning approach that  
21 we've taken, we're looking -- we've  
22 looked to reform the development process  
23 to institutionalize the planning process.  
24 For many, many years the planning  
25 profession had kind of ignored

1       4/14/15 - WHOLE - BILL 150162, etc.  
2       comprehensive planning, focusing on  
3       individual problems. We're taking a much  
4       broader view of planning, I think, across  
5       the profession, and we've made a lot of  
6       progress in updating zoning that was  
7       really out of date and maybe obsolete,  
8       and we're also making recommendations for  
9       transforming areas by either up-zoning  
10      them to encourage more density and more  
11      development or to transform areas that  
12      maybe have lost their purpose. I'm  
13      thinking primarily of old manufacturing  
14      districts where that kind of activity  
15      isn't happening anymore and they're  
16      becoming something else. I think that's  
17      a continuing dialogue, exactly what they  
18      become, but as part of our zoning  
19      recommendations and zoning remapping  
20      work, we're putting on the ground the  
21      foundation for that kind of  
22      transformation to occur in many  
23      neighborhoods.

24               COUNCILMAN JONES: I asked you  
25      that because I actually do believe you

1           4/14/15 - WHOLE - BILL 150162, etc.  
2       guys are the deep thinkers. We operate  
3       on different timetables than you, every  
4       four years some of us, every two years  
5       other elected/appointed officials. You  
6       guys take a ten-year-down-the-road point  
7       of view, and it is essential to get your  
8       input.

9                   As we start to look at where we  
10      should be opening schools based on  
11      density and population shifts, many folk  
12      that are displaced based on development  
13      are moving to other sections of the City  
14      and is that infrastructure prepared to  
15      receive them. They're the kind of  
16      questions we need to ask you.

17                  Are there other areas that have  
18      lost population? And you talked about  
19      reuse and what shouldn't be  
20      transit-oriented development. In my  
21      district I mentioned 40 percent vacancy  
22      rate along Market Street. We have to  
23      build higher, build to a different  
24      clientele that might be accessible to  
25      jobs in the University City or beyond.

1 4/14/15 - WHOLE - BILL 150162, etc.

2 Reverse commute questions come to mind.

3 So as we move forward with  
4 this, we really need to have you in the  
5 discussion as we start to tinker with  
6 this City. The City has good bones. We  
7 have great transportation. Maybe it's  
8 time to petition the federal government  
9 to ask them to extend a transportation,  
10 light rail, up in the Northeast that  
11 connects to City Avenue and to Broad  
12 Street. Maybe it's time to look at those  
13 big-picture views. And we've been  
14 reacting over the last eight years to  
15 economic crisis. Maybe we are out of  
16 those woods and able to see a little  
17 further and plan a little better as  
18 opposed to reaction, being reactionary.

19 So your neighborhood plans, I  
20 look at them, I take them seriously and  
21 want to engage you with my staff so that  
22 as developers come in and people  
23 potentially -- I mean, we have -- let me  
24 ask the specific question. Our  
25 industrial parks, what would you

1           4/14/15 - WHOLE - BILL 150162, etc.  
2       recommend for them? They seem to be in  
3       between. They're some of the places  
4       where we have the most acreage, but yet  
5       very little activity at this point. How  
6       should we approach those?

7                   MS. SHARPE: Eleanor Sharpe,  
8       Deputy Executive Director of the Planning  
9       Commission.

10                   So that's a question that we're  
11       currently asking ourselves, and we've  
12       formed a working group to answer just  
13       that, because it's a valid question. So  
14       we're discussing industrial protection  
15       areas and what would that mean, what  
16       would it mean legislatively, what would  
17       it mean to growth and development,  
18       because we don't want to see the total  
19       elimination of industrial areas, but how  
20       do we transition the ones that are no  
21       longer valid as industrial areas and what  
22       do they go to. And we have engaged with  
23       a number of Council offices, so we're  
24       willing to extend that to as many Council  
25       offices to work with us. We're working

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           with PIDC, with Mike Cooper, who is the  
3           industrial guru for the City.

4                       So that's a question that we  
5           don't have any answers to right now, but  
6           it's definitely on our radar to examine  
7           and explore fully.

8                       COUNCILMAN JONES: So in my  
9           district I have Hunting Park, I have  
10          Parkside, and I have two other  
11          facilities, one on Upland Way where the  
12          old Acme warehouse is, which used to be a  
13          bakery. It used to produce bread that  
14          was distributed all over the region. It  
15          is now a cocoa storage facility which is  
16          underutilized. The question becomes, is  
17          that the highest and best use and how do  
18          we make it productive and competitive.  
19          And one of the things I'd like you to  
20          take a look at with those industrial  
21          parks is how to create an  
22          energy-efficient zone. So whether it's  
23          through solar, whether it's through other  
24          mechanisms, how do you create an Acme  
25          warehouse situation where now we are able

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           to bring them back because of the lower  
3           cost of energy. So energy in your  
4           calculation on how to make these areas  
5           more efficient and then competitive to  
6           places like Mexico and farther away. So  
7           we have to do something to kind of create  
8           a competitive edge in those industrial  
9           parks, otherwise they're going to become  
10          malls again.

11                 MR. JASTRZAB: Right. In fact,  
12          if I could just add to what Eleanor said.  
13          One of the recurring issues that we face  
14          is that new uses oftentimes come in to  
15          rent space in those industrial parks and  
16          they seek variances that kind of removes  
17          that space as industrial space, and we've  
18          been working with our colleagues in the  
19          Commerce Department and PIDC so that when  
20          those variance cases are heard at the  
21          ZBA, we can take a look at them closely  
22          and speak with one voice about protecting  
23          those industrial areas, because certainly  
24          one of the themes of our comprehensive  
25          planning effort is to create jobs and to

1 4/14/15 - WHOLE - BILL 150162, etc.

2 connect people to those jobs.

3 You were mentioning some of the  
4 possible extension of transit lines going  
5 forward. Creating jobs and connecting  
6 people from where they live to those jobs  
7 is very important and kind of infused in  
8 all of the district planning work that  
9 we're doing.

10 COUNCILMAN JONES: Finally, I  
11 mentioned earlier about commercial  
12 corridors. There are over 100 commercial  
13 corridors in the City of Philadelphia.  
14 Some of them have experienced population  
15 losses; others have experienced  
16 population growth. You need to work with  
17 the Commerce Department to help plan that  
18 a little better.

19 It's real sexy to go after the  
20 skyline in Center City or expansion of  
21 the airport, and those are valuable  
22 things to any municipality, but everyday  
23 people looking for a good quality of life  
24 rely on those commercial corridors. So  
25 we need some help from our deep thinkers

1 4/14/15 - WHOLE - BILL 150162, etc.

2 here.

3 MR. JASTRZAB: Sure. We -- I'm  
4 sorry, go ahead, Alan.

5 MR. UREK: Hi. Alan Urek,  
6 Deputy Planning Director.

7 One of the first steps to deal  
8 with that issue, Councilman, is that when  
9 we do these district plans, we look very  
10 closely at the zoning along commercial  
11 corridors, because as you pointed out,  
12 some commercial corridors are thriving,  
13 others are struggling, and sometimes by  
14 tweaking the zoning along those corridors  
15 to encourage different types of uses  
16 perhaps. If it's zoned for commercial  
17 use and there's not a market right now  
18 for commercial and we want to change it  
19 to allow for different types of uses, we  
20 go through that process with the district  
21 plans. So that's a first step in making  
22 some of the recommendations, and then of  
23 course we work with Commerce and help to  
24 implement a lot of the ideas for  
25 streetscape improvements and things like

1           4/14/15 - WHOLE - BILL 150162, etc.  
2           that to make corridors more attractive  
3           for people to shop and for neighborhoods  
4           to call as their neighborhood center.

5                   MR. JASTRZAB: So that kind of  
6           addresses one of the other major  
7           principles of some of our comprehensive  
8           planning work in the district plans that  
9           we're doing. We're looking to create  
10          strong neighborhood centers that provide  
11          a number of services so that people don't  
12          have to travel to suburban counties  
13          necessarily to go shopping and to  
14          purchase services. We'd like to see  
15          those neighborhood centers grow and  
16          strengthen over time. We do that through  
17          zoning, through other policy  
18          recommendations, and through work with  
19          some of our transportation work.

20                   COUNCILMAN JONES: And,  
21          finally, seeing no other questions from  
22          my colleagues, the fact that we are a  
23          graying city and in particular in my  
24          district we have the largest number of  
25          naturally occurring retirement

1       4/14/15 - WHOLE - BILL 150162, etc.  
2       communities, your input on those kinds of  
3       matters, whether it's a recreation center  
4       or planning a new health center or  
5       designing multiple-unit senior  
6       facilities, we need your input on that,  
7       because, again, we have a different  
8       window than you do and as you see these  
9       trends, giving us a heads-up allows us to  
10      efficiently apply budgetary resources.

11               So I appreciate what you do.  
12      Somebody has got to be the grownup in the  
13      room and I guess you guys have to be it.  
14      All right?

15               MR. JASTRZAB: Okay. Thank  
16      you.

17               COUNCILMAN JONES: Thank you  
18      guys for your testimony.

19               MS. SHARPE: Thank you.

20               COUNCILMAN JONES: Well, there  
21      being no further questions, this  
22      Committee will stand in recess until  
23      Wednesday, April 15th, 2015 at 10:00  
24      a.m., at which time we will reconvene in  
25      Room 400, City Hall.

Committee of the Whole  
April 14, 2015

Page 239

1 4/14/15 - WHOLE - BILL 150162, etc.

2 Thank you all.

3 (Committee of the Whole

4 adjourned at 2:35 p.m.)

5 - - -

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

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

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  
April 14, 2015

Page 1

|                     |                       |                       |                       |                      |                       |                      |                     |
|---------------------|-----------------------|-----------------------|-----------------------|----------------------|-----------------------|----------------------|---------------------|
| <b>A</b>            | 205:3 206:6           | 99:14                 | 63:24 64:15           | <b>afraid</b> 51:3   | <b>agreed</b> 18:19   | <b>amazing</b>       | 143:20              |
| <b>ability</b> 9:14 | 207:7                 | 157:23                | 65:6,11,23            | 86:14                | 118:19                | 22:19                | 144:3,8             |
| 13:16 50:24         | <b>accessible</b>     | 199:18                | 65:24 66:4            | <b>african</b> 126:6 | 203:15                | <b>america</b> 5:13  | 155:9 176:6         |
| 67:6,13,19          | 230:24                | <b>activity</b> 13:25 | 66:9,15,16            | 127:20               | <b>agreement</b>      | 5:21 10:4            | 178:17              |
| 69:5,10,12          | <b>accessing</b>      | 33:13 36:21           | 67:4 69:11            | 128:23               | 3:6 4:20              | 10:24 11:3           | 179:4 220:5         |
| 69:21               | 160:7                 | 36:22,23              | 70:15                 | 143:15               | 182:19                | 11:14 15:3           | 227:11              |
| 162:22              | <b>accountable</b>    | 184:10                | 106:19                | 145:12               | 199:22                | 15:5 20:3            | <b>annually</b>     |
| 163:5,12            | 24:8 110:19           | 228:13                | 112:24                | 146:13               | 203:20                | 24:5,6 26:6          | 165:14              |
| 164:4,7             | 191:12                | 229:14                | 114:11                | 222:3,7              | 205:22                | 29:14 30:14          | 166:22              |
| 186:17              | 193:14                | 232:5                 | 115:8,16              | <b>afternoon</b>     | 206:19                | 31:8,20              | <b>answer</b> 14:23 |
| 204:13              | 208:3 217:6           | <b>actual</b> 64:11   | 133:18                | 148:6,7,16           | 209:17                | 32:3,7,10            | 15:17 35:9          |
| <b>able</b> 28:6    | <b>accounted</b>      | 152:2 186:8           | 137:12                | 164:23               | 211:2,15              | 33:2                 | 64:8,18,19          |
| 34:5 68:11          | 102:24                | <b>ad</b> 6:17        | 151:21                | 190:2,3              | 212:12                | <b>american</b>      | 74:5 75:22          |
| 76:13 78:23         | <b>accounting</b>     | <b>add</b> 15:7       | 200:10                | 219:12               | 214:16,24             | 10:11 19:10          | 109:18              |
| 87:12               | 58:6                  | 56:14                 | 214:9                 | <b>agencies</b> 6:7  | 216:13,20             | 41:23 101:5          | 111:4               |
| 103:16              | <b>accounts</b> 5:15  | 112:20                | 220:20                | 28:15 63:22          | 217:8,10,16           | 126:6                | 119:25              |
| 111:3,3             | 152:8 173:6           | 126:16                | <b>administrat...</b> | 103:8                | <b>agreements</b>     | 127:20               | 154:19              |
| 117:7               | <b>accurate</b>       | 128:22                | 5:8 72:24             | 112:15               | 182:10                | 128:23               | 167:11              |
| 153:21              | 159:25                | 234:12                | 79:10 80:11           | 138:4                | 199:13                | 131:6                | 192:20              |
| 187:13              | <b>accurately</b>     | <b>addendums</b>      | 112:10                | 149:13               | 211:23                | 141:16,20            | 203:10,11           |
| 194:17              | 240:5                 | 167:16                | 114:6,7               | 150:3                | 217:2                 | 143:2,13,15          | 213:23              |
| 201:7               | <b>achieve</b> 40:11  | <b>additional</b>     | 159:24                | 153:15               | <b>agustawestl...</b> | 143:17               | 214:3               |
| 206:19              | 153:21                | 31:10 86:5            | <b>administrat...</b> | 188:18               | 42:4                  | 145:11,12            | 232:12              |
| 231:16              | 223:25                | 88:10 139:7           | 161:25                | 191:14               | <b>ahead</b> 14:21    | 146:13               | <b>answered</b>     |
| 233:25              | <b>achieving</b>      | 194:21                | <b>admit</b> 160:13   | <b>agency</b> 22:9   | 149:16                | 222:3,7,8            | 24:22 164:9         |
| <b>absolutely</b>   | 150:4                 | 200:10                | <b>adopt</b> 2:11,15  | 80:15 149:2          | 151:7                 | <b>americans</b>     | <b>answering</b>    |
| 57:16 72:6          | <b>acknowledg...</b>  | 215:14                | <b>adopted</b>        | 150:6                | 176:13                | 142:5,11             | 25:12               |
| 127:15              | 163:22                | 224:13                | 223:15                | 152:17               | 236:4                 | 145:20               | <b>answers</b>      |
| 169:21              | <b>acme</b> 233:12    | <b>address</b>        | 224:6                 | 153:22               | <b>airport</b> 76:22  | 146:10,11            | 74:24 79:10         |
| 200:5 216:4         | 233:24                | 199:22                | <b>adopting</b> 2:17  | 167:11               | 126:10                | <b>americas</b>      | 149:5               |
| <b>abundance</b>    | <b>acquisition</b>    | 218:10                | <b>adoption</b>       | 180:2                | 235:21                | 10:19                | 177:25              |
| 117:4               | 220:12                | 225:11                | 223:16                | 188:14               | <b>alan</b> 37:23     | <b>amount</b> 19:17  | 233:5               |
| <b>academy</b>      | <b>acreage</b> 232:4  | <b>addresses</b>      | <b>advance</b>        | 212:10               | 91:2,12               | 21:7,17              | <b>anticipate</b>   |
| 153:5               | <b>acres</b> 224:4,5  | 237:6                 | 191:19                | <b>agenda</b>        | 219:17                | 60:6,7,10            | 59:3 209:15         |
| <b>access</b> 30:24 | 224:8,11,13           | <b>addressing</b>     | 223:25                | 151:23               | 236:4,5               | 60:25 61:7           | 210:10,15           |
| 159:12,21           | <b>act</b> 10:15      | 17:17 223:9           | <b>advancing</b>      | <b>aggregates</b>    | <b>align</b> 136:3    | 61:9,11,24           | 211:19,21           |
| 160:5,15            | 105:19,21             | <b>adds</b> 9:13      | 45:19                 | 181:2                | 222:21                | 83:23 94:17          | <b>anticipated</b>  |
| 161:14,22           | 106:19                | <b>adel</b> 148:18    | <b>advantage</b>      | <b>aggressive</b>    | <b>aligned</b>        | <b>amtrak</b>        | 129:9,16            |
| 162:18,23           | 107:5,9,18            | <b>adequate</b>       | 125:22                | 44:14 55:17          | 135:25                | 182:15               | 221:17              |
| 163:6,12,16         | 108:2                 | 117:9                 | <b>advertised</b>     | 67:15,17             | <b>allocated</b>      | <b>analysis</b> 80:4 | 223:18              |
| 164:4,17,19         | <b>action</b> 67:2    | <b>adjourned</b>      | 139:17,19             | 71:24                | 134:18                | <b>angela</b> 38:4   | <b>anticipating</b> |
| 169:4               | 214:12                | 239:4                 | <b>advertising</b>    | 137:11               | <b>allow</b> 203:17   | <b>angle</b> 191:24  | 221:14              |
| 182:12,20           | <b>activated</b>      | <b>adjusted</b>       | 8:19                  | 151:23               | 236:19                | <b>anniversary</b>   | <b>anybody</b>      |
| 183:9,23,23         | 152:13                | 98:14                 | <b>advice</b> 193:3   | <b>aggressively</b>  | <b>allows</b> 71:23   | 10:13                | 88:13 201:2         |
| 184:11,14           | 179:20                | <b>administer</b>     | <b>advise</b> 193:21  | 139:19               | 87:14                 | <b>announce</b>      | <b>anymore</b>      |
| 185:19              | <b>activation</b>     | 220:9                 | <b>advised</b> 107:8  | <b>ago</b> 68:10     | 116:10                | 7:11 8:23            | 201:3               |
| 186:2               | 179:23                | <b>administeri...</b> | 107:13,15             | 182:6                | 123:6 238:9           | 10:22                | 229:15              |
| 198:10,17           | <b>active</b> 111:17  | 220:14                | 193:24                | 196:21               | <b>alongside</b> 7:5  | <b>announced</b>     | <b>anyway</b> 188:6 |
| 199:2,4,16          | 152:18,21             | <b>administrat...</b> | <b>affairs</b> 10:9   | 200:14               | 128:25                | 18:6 194:14          | <b>apologize</b>    |
| 200:13              | <b>actively</b> 28:13 | 3:20 21:6             | 10:10                 | <b>agree</b> 30:8    | <b>alpha</b> 131:25   | <b>annual</b> 5:3    | 114:16,22           |
| 202:17,23           | 72:2                  | 56:9 62:8             | <b>afford</b> 158:15  | 42:13,13             | 150:18                | 7:2 16:15            | 115:3               |
| 203:2,8             | <b>activities</b>     | 62:19,23              | <b>affordable</b>     | 48:22 55:10          | <b>altogether</b>     | 21:19 27:7           | <b>apparently</b>   |
| 204:14,23           | 12:16 97:15           | 63:3,12,13            | 82:17                 | 83:5 91:12           | 89:22 175:6           | 128:4                | 122:22              |

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

Committee of the Whole  
April 14, 2015

Page 2

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 156:10<br><b>appealed</b><br>226:22<br><b>appear</b> 4:14<br><b>appeared</b> 7:5<br><b>appears</b><br>147:21<br><b>apples</b> 65:17<br>65:17<br><b>applicants</b><br>52:8,12,14<br><b>application</b><br>107:23<br>188:24<br><b>applications</b><br>98:25<br>152:17<br>188:15,17<br><b>apply</b> 107:17<br>108:13<br>238:10<br>240:20<br><b>appointed</b><br>84:13 230:5<br><b>appraisal</b><br>151:18<br><b>appreciate</b><br>33:23 35:16<br>42:19 72:16<br>72:22 78:19<br>121:10<br>148:21<br>218:4<br>238:11<br><b>approach</b><br>48:15 55:17<br>84:22<br>228:20<br>232:6<br><b>approached</b><br>3:22 37:13<br>86:16 148:3<br>219:7<br><b>appropriate</b><br>107:14<br>136:4 159:6<br>220:9<br><b>appropriati...</b><br>221:9<br><b>appropriati...</b><br>221:4<br><b>approval</b><br>2:20 | <b>approved</b> 3:7<br><b>approximat...</b><br>9:20 38:12<br>56:24,25<br>94:6 100:10<br><b>april</b> 1:7<br>194:20<br>215:9<br>238:23<br><b>aramingo</b><br>53:17<br><b>architects</b><br>41:25<br><b>area</b> 45:18<br>71:22<br>187:11<br>191:12<br>194:23<br><b>areas</b> 45:12<br>51:10,11<br>101:7<br>104:23<br>149:17<br>204:8,17<br>209:25<br>229:9,11<br>230:17<br>232:15,19<br>232:21<br>234:4,23<br><b>arent</b> 140:14<br>164:21<br><b>arm</b> 22:8<br>202:24<br>220:19<br>224:22<br><b>arora</b> 126:7<br><b>arraignment</b><br>151:10<br><b>arrived</b> 226:2<br><b>art</b> 220:21<br><b>arts</b> 11:10<br><b>asian</b> 127:5<br>127:21<br>141:16,19<br>142:5,10<br>143:2,13,17<br>144:9,9,12<br>145:11,20<br>222:7,14<br><b>asians</b> 145:8<br><b>asked</b> 62:15<br>75:24 79:4 | 96:15<br>117:24<br>119:8<br>121:12<br>157:14<br>160:18<br>164:3 167:5<br>167:22<br>193:5<br>229:24<br><b>asking</b> 21:21<br>24:2 30:11<br>33:5 35:16<br>51:9 68:2<br>71:8 75:7,9<br>75:11<br>101:18,21<br>101:22<br>103:23<br>138:12<br>139:24<br>142:5 143:7<br>144:19<br>145:2,12<br>147:17<br>160:17<br>167:24,25<br>196:24<br>206:22<br>211:18<br>213:5,10<br>232:11<br><b>asks</b> 204:10<br>211:16<br>212:6<br><b>assessment</b><br>194:7<br>209:19<br><b>assets</b> 14:9<br>201:17<br><b>assignments</b><br>80:24<br><b>assist</b> 150:2<br>188:17<br><b>assistance</b><br>81:5 138:5<br><b>associated</b><br>112:15<br><b>association</b><br>6:3 13:21<br><b>assume</b><br>139:14<br>190:8 | <b>assuming</b><br>21:11,13<br>54:13 115:3<br>192:24<br><b>assured</b> 91:24<br>92:6<br><b>atlanta</b> 67:12<br><b>attendance</b><br>150:25<br><b>attention</b><br>108:3,12<br>206:15<br><b>attract</b> 6:9<br><b>attracted</b><br>41:8,21<br><b>attracting</b><br>40:11<br><b>attraction</b><br>46:14 108:7<br>132:10<br><b>attractive</b><br>237:2<br><b>attracts</b> 5:23<br><b>attributed</b><br>4:19<br><b>attributes</b><br>99:15<br><b>audience</b> 7:10<br>149:3<br><b>audit</b> 130:9<br><b>aughts</b> 227:8<br><b>augmentati...</b><br>165:10,13<br>165:24<br>166:5,17,22<br>170:4<br><b>august</b><br>207:18<br>210:2 211:7<br>211:24<br>214:5,6<br><b>australian</b><br>130:4<br><b>authority</b> 3:4<br>3:4,10<br>48:19 78:7<br>180:13<br><b>authorized</b><br>3:6<br><b>auto</b> 186:23<br><b>automated</b><br>71:18<br><b>availability</b> | 194:15<br><b>available</b><br>36:17 40:6<br>46:3 84:4<br>165:4<br>197:23,24<br><b>avenue</b> 45:20<br>48:16 53:17<br>75:5 76:6<br>76:11<br>100:22<br>101:2,8<br>104:15<br>128:14<br>132:9<br>231:11<br><b>average</b> 5:10<br>39:23,25<br>111:6<br>177:14<br><b>aviation</b><br>176:23<br><b>award</b> 7:6<br>223:5<br><b>awarded</b><br>63:19,24<br>64:11 65:5<br>68:7 112:13<br>112:22<br><b>aware</b> 114:21<br>140:14<br>169:2,6<br><b>awesome</b><br>13:23<br><b>awful</b> 53:5<br>92:4 | 162:5 170:6<br>170:11<br>171:2<br>175:13,18<br>186:4 195:4<br>212:16,18<br>217:21,24<br>234:2<br><b>background</b><br>158:11<br><b>backlog</b><br>96:16 99:16<br>101:18<br>102:12<br><b>bad</b> 17:14<br>89:17<br>175:11,11<br><b>badger</b> 167:2<br><b>bakery</b><br>233:13<br><b>balance</b><br>224:10<br><b>baltimore</b><br>183:11,13<br>186:21<br>187:9<br><b>band</b> 34:24<br><b>bandwidth</b><br>196:23<br><b>bare</b> 155:24<br><b>barebone</b><br>155:20<br><b>barge</b> 116:16<br><b>barter</b> 22:6<br>22:11<br><b>base</b> 47:20<br>86:15 88:3<br>91:4 154:17<br><b>based</b> 46:25<br>98:10<br>106:14<br>111:14<br>117:6<br>144:25<br>155:9 187:5<br>187:7,12<br>204:18<br>214:22<br>227:11<br>230:10,12<br><b>baseline</b><br>52:24<br><b>basic</b> 52:21 | 159:12<br><b>basically</b> 34:5<br>88:14 90:5<br>90:11 94:5<br>98:15 130:5<br><b>basis</b> 21:19<br>110:25<br>169:12<br>227:11<br><b>battle</b> 4:11<br><b>beat</b> 140:22<br><b>beautiful</b><br>131:7<br><b>bechtle</b> 68:22<br><b>becoming</b><br>229:16<br><b>beds</b> 15:15<br>29:24<br>227:15,18<br><b>beg</b> 63:16<br><b>began</b> 113:8<br>115:18<br>210:19<br><b>beginning</b><br>68:3 102:16<br>115:25<br>194:20<br>208:6 215:9<br>225:6 226:8<br>227:10<br><b>begun</b> 104:11<br>208:20<br>228:4<br><b>behalf</b> 4:15<br>138:23<br>148:19<br>159:7<br><b>belief</b> 161:2<br><b>beliefs</b> 89:25<br><b>believe</b> 19:11<br>28:21 30:13<br>37:12 57:7<br>87:19 88:11<br>88:20<br>102:11<br>103:5 144:2<br>157:2 168:2<br>177:10<br>198:20<br>199:9<br>206:18<br>215:10,13<br>217:11,17 | 229:25<br><b>bell</b> 4:5,9,14<br>5:7 12:25<br>14:5,22<br>17:20 18:14<br>18:19 19:25<br>20:14,25<br>21:8,15,20<br>22:5 23:5,9<br>23:18 24:3<br>24:15 25:10<br>25:15 26:4<br>26:8,12,21<br>26:24 27:15<br>28:21,25<br>29:11,20<br>30:16,19,25<br>31:4,13,16<br>31:23 32:2<br>32:16,21<br>33:3 34:9<br>34:25 36:4<br>36:9,12<br>37:3,9<br>43:10<br>170:17<br>202:12<br><b>bella</b> 226:15<br><b>benchmark</b><br>112:22<br><b>benefit</b> 29:21<br>42:14<br>123:25<br><b>berks</b> 188:4<br><b>best</b> 8:25<br>101:22<br>110:21<br>195:17<br>213:6,12<br>218:11<br>223:5<br>233:17<br><b>better</b> 34:17<br>34:17 45:13<br>92:3 93:7<br>93:22 102:2<br>103:16,19<br>104:4 105:5<br>135:25<br>136:10<br>161:5<br>167:11<br>169:12 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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

Committee of the Whole  
April 14, 2015

Page 3

|                     |             |                       |                     |                      |                     |                      |                        |
|---------------------|-------------|-----------------------|---------------------|----------------------|---------------------|----------------------|------------------------|
| 182:5               | 53:1 54:1   | 152:1 153:1           | <b>bit</b> 29:13    | <b>box</b> 180:23    | 7:12                | 31:17                | 76:10 77:10            |
| 200:13              | 55:1 56:1   | 154:1 155:1           | 56:10 79:5          | <b>branch</b>        | <b>broadcasting</b> | 149:21               | 77:16,21               |
| 224:25              | 57:1 58:1   | 156:1 157:1           | 108:20              | 157:23,24            | 204:5               | 159:9                | 78:6,12                |
| 231:17              | 59:1 60:1   | 158:1 159:1           | 136:10              | 158:4                | <b>broad</b>        | 196:16               | 90:8,19,25             |
| 235:18              | 61:1,18     | 160:1 161:1           | 138:25              | 160:21               | 229:4               | 201:22               | 91:5,12                |
| <b>beyond</b> 55:11 | 62:1,24     | 162:1 163:1           | 165:9               | 161:12,13            | <b>broken</b> 72:9  | 230:23,23            | 112:14,23              |
| 91:4 125:24         | 63:1 64:1   | 164:1 165:1           | 170:15              | 162:24               | <b>broom</b>        | <b>building</b>      | 116:8                  |
| 151:8 176:3         | 65:1 66:1   | 166:1 167:1           | <b>blackwell</b>    | 163:7,8,13           | 126:25              | 130:9                | 118:10                 |
| 230:25              | 67:1 68:1   | 168:1 169:1           | 1:10                | 164:8                | <b>brotherinlaw</b> | 198:18,21            | 119:4,16,20            |
| <b>bible</b> 41:23  | 69:1 70:1   | 170:1 171:1           | <b>blasts</b> 139:4 | <b>brand</b> 15:14   | 106:10              | <b>buildings</b>     | 120:2,18               |
| <b>bid</b> 7:16     | 71:1 72:1   | 172:1 173:1           | <b>block</b> 9:10   | 150:18               | <b>brought</b> 9:10 | 73:17 174:7          | 121:14                 |
| 68:16 72:2          | 73:1 74:1   | 174:1 175:1           | 81:2                | <b>branding</b>      | 104:9 125:2         | 197:3,4              | 123:3 125:8            |
| <b>biden</b> 10:5   | 75:1 76:1   | 176:1,6               | <b>blocks</b> 55:12 | 17:6                 | 133:11              | 198:9,21             | 125:10                 |
| <b>big</b> 16:11    | 77:1 78:1   | 177:1 178:1           | <b>blossom</b>      | <b>brazil</b> 128:10 | 185:8,12            | 206:11               | 136:25                 |
| 21:3,4 30:6         | 79:1 80:1   | 179:1,4               | 27:16               | <b>bread</b> 78:24   | 197:18              | <b>built</b> 79:7    | 140:25                 |
| 33:11 34:5          | 81:1 82:1   | 180:1 181:1           | <b>blossomed</b>    | 233:13               | <b>bubble</b>       | <b>bumb</b> 38:3     | 141:17,20              |
| 34:23 85:2          | 83:1 84:1   | 182:1 183:1           | 227:16              | <b>break</b> 29:17   | 202:19              | <b>bunch</b> 53:18   | 143:3,13,14            |
| 98:7 132:10         | 85:1,20     | 184:1 185:1           | <b>blue</b> 82:9    | 71:5                 | <b>buddy</b> 19:12  | <b>burdens</b>       | 143:15,17              |
| 160:20              | 86:1 87:1,9 | 186:1 187:1           | <b>blumberg</b>     | <b>breakdown</b>     | <b>budget</b> 2:15  | 103:17               | 144:9                  |
| 170:8 210:7         | 88:1 89:1   | 188:1 189:1           | 45:18               | 71:9 93:10           | 2:17 4:16           | <b>bureaucratic</b>  | 146:14                 |
| <b>bigbox</b> 46:22 | 90:1 91:1   | 190:1 191:1           | <b>board</b> 24:7,9 | 96:18 166:5          | 21:11,21            | 98:8 134:7           | <b>businessfrie...</b> |
| <b>bigpicture</b>   | 92:1 93:1   | 192:1 193:1           | 24:10,11            | <b>breaking</b>      | 24:8 38:11          | <b>burton</b>        | 39:2                   |
| 79:14               | 94:1 95:1   | 194:1 195:1           | 32:17,18,20         | 11:2 105:24          | 43:14 54:12         | 113:16               | <b>butter</b> 78:24    |
| 231:13              | 96:1 97:1   | 196:1 197:1           | 36:5,6,7            | 132:21               | 66:8 85:12          | <b>bus</b> 104:20    | <b>buy</b> 116:17      |
| <b>bilingual</b>    | 98:1 99:1   | 198:1 199:1           | 84:12,12,13         | <b>brian</b> 1:14    | 86:25 87:14         | <b>business</b> 9:11 | 116:18                 |
| 153:8,8             | 100:1 101:1 | 200:1 201:1           | 134:9               | <b>brief</b> 38:8    | 89:3 94:4           | 13:21 25:23          | 119:5                  |
| 222:10              | 102:1 103:1 | 202:1 203:1           | <b>boards</b> 12:7  | 198:3                | 95:17 104:6         | 41:14 46:13          | 149:20                 |
| <b>bill</b> 2:10,14 | 104:1 105:1 | 204:1 205:1           | 12:10 15:18         | 214:22               | 104:10              | 47:14 59:5           | <b>buying</b>          |
| 2:16 3:1,8          | 106:1 107:1 | 206:1 207:1           | 16:5                | <b>briefing</b>      | 110:4               | 68:5 108:6           | 149:18,19              |
| 4:1 5:1 6:1         | 108:1 109:1 | 208:1 209:1           | <b>bobby</b> 1:12   | 210:19               | 134:16              | 116:11,23            | 182:8,25               |
| 7:1 8:1 9:1         | 110:1 111:1 | 210:1 211:1           | <b>body</b> 55:3    | <b>briefly</b> 30:8  | 148:23              | 126:12               |                        |
| 10:1 11:1           | 112:1 113:1 | 212:1 213:1           | <b>bona</b> 74:17   | 45:3 222:16          | 150:16              | 127:2 130:6          | <b>C</b>               |
| 12:1 13:1           | 114:1 115:1 | 214:1 215:1           | <b>bonds</b> 87:18  | <b>bring</b> 16:5    | 154:11              | 132:10               | <b>cable</b> 193:9     |
| 14:1 15:1           | 116:1 117:1 | 216:1 217:1           | 89:7                | 38:21 43:6           | 156:10              | 137:13               | 193:15,16              |
| 16:1 17:1           | 118:1 119:1 | 218:1 219:1           | <b>bone</b> 155:24  | 89:14 108:2          | 158:19              | 138:2,5              | 195:18                 |
| 18:1 19:1           | 120:1 121:1 | 220:1 221:1           | <b>bones</b> 231:6  | 123:10               | 165:11,15           | 146:4                | 196:12                 |
| 20:1 21:1           | 122:1 123:1 | 222:1 223:1           | <b>book</b> 110:4   | 133:10,12            | 166:20              | 152:17               | 200:7,8                |
| 22:1 23:1           | 124:1 125:1 | 224:1 225:1           | 145:18              | 151:24               | 167:21              | 188:14,17            | 203:21                 |
| 24:1 25:1           | 126:1 127:1 | 226:1 227:1           | <b>books</b> 89:24  | 164:20               | 168:3,24            | 191:16               | 205:16                 |
| 26:1 27:1           | 128:1 129:1 | 228:1 229:1           | 142:18,21           | 169:17               | 169:9 172:6         | 201:10,22            | 206:3                  |
| 28:1 29:1           | 130:1 131:1 | 230:1 231:1           | <b>boomers</b>      | 175:18               | 176:8               | 213:4,9              | 207:24                 |
| 30:1 31:1           | 132:1 133:1 | 232:1 233:1           | 226:18              | 184:22,25            | 189:16              | <b>businesses</b>    | 208:9,11               |
| 32:1 33:1           | 134:1 135:1 | 234:1 235:1           | <b>boost</b> 9:13   | 188:2 200:2          | 219:4,20            | 6:9 38:22            | 217:12                 |
| 34:1 35:1           | 136:1 137:1 | 236:1 237:1           | <b>boots</b> 103:21 | 203:15               | 220:5,22,24         | 40:12 41:3           | <b>cad</b> 156:9,11    |
| 36:1 37:1           | 137:16,16   | 238:1 239:1           | <b>bottom</b>       | 234:2                | <b>budgetary</b>    | 41:9,11,15           | <b>calculated</b>      |
| 38:1 39:1           | 138:1 139:1 | <b>billion</b> 63:25  | 112:25              | <b>bringing</b>      | 238:10              | 41:18 42:2           | 115:18                 |
| 40:1 41:1           | 139:18      | 65:6 112:22           | <b>bottomed</b>     | 48:17                | <b>budgeted</b>     | 47:8 60:8            | <b>calculation</b>     |
| 42:1 43:1           | 140:1 141:1 | <b>bills</b> 1:17 2:5 | 227:9               | 175:13               | 156:23              | 60:11 61:10          | 234:4                  |
| 44:1 45:1           | 142:1 143:1 | 2:9 3:14              | <b>bought</b>       | <b>brings</b> 217:8  | <b>budgets</b>      | 61:23 62:6           | <b>calendar</b>        |
| 46:1 47:1           | 144:1 145:1 | 115:24                | 116:15,16           | <b>broad</b> 13:20   | 165:19              | 62:12,17             | 149:9                  |
| 48:1 49:1           | 146:1 147:1 | 224:18                | 217:14              | 100:19               | <b>bugging</b>      | 64:8,14,24           | <b>call</b> 74:24      |
| 50:1 51:1           | 148:1 149:1 | <b>bio</b> 16:11      | <b>boutique</b>     | 231:11               | 112:2               | 65:22 68:8           | 80:2 88:17             |
| 51:19 52:1          | 150:1 151:1 | <b>birt</b> 137:15    | 82:10               | <b>broadcast</b> 7:7 | <b>build</b> 28:7   | 75:4 76:5            | 110:13                 |
|                     |             |                       |                     |                      |                     |                      | 184:12                 |

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

Committee of the Whole  
April 14, 2015

Page 4

|                     |                       |                      |                      |                      |                       |             |                       |
|---------------------|-----------------------|----------------------|----------------------|----------------------|-----------------------|-------------|-----------------------|
| 187:9 237:4         | 201:21                | catchascatc...       | 174:12,14            | chambers             | 129:2                 | 4:2,10,13   | 195:13                |
| <b>callback</b>     | 206:5                 | 204:16               | <b>cents</b> 175:9   | 95:24                | <b>chief</b> 148:18   | 4:15,20,22  | 196:8                 |
| 165:5               | <b>capacity</b> 73:3  | <b>categories</b>    | <b>ceremony</b>      | 127:21               | 190:17                | 4:24 5:20   | 198:16                |
| 172:15              | 196:23                | 168:9                | 10:7,18              | 138:6                | 192:2,3,6,9           | 6:4,7 7:3   | 199:11                |
| <b>called</b> 18:21 | <b>capital</b> 2:11   | <b>category</b> 44:6 | <b>certain</b> 12:16 | 139:16               | 192:19,23             | 10:25 11:7  | 203:8,24              |
| 94:25 97:18         | 2:15 3:16             | 68:16                | 66:5 68:13           | 204:6                | 192:24                | 11:7,9 13:9 | 204:25                |
| 100:15              | 3:17,18               | 116:10               | 106:8                | <b>champion</b>      | 207:23                | 13:12,15    | 206:3,6               |
| 108:6,12            | 96:17 99:19           | 117:2                | 109:10               | 207:3                | 211:20                | 14:9,10,25  | 207:4,16              |
| 130:3,23            | 101:19                | 118:12               | 114:5                | 213:19               | <b>child</b> 199:18   | 15:2,10     | 208:2,8               |
| 151:10,12           | 102:12                | <b>caution</b>       | 159:21               | <b>chance</b> 19:12  | <b>children</b> 8:15  | 16:6 17:7   | 213:7,12,21           |
| 159:8 194:7         | 103:24                | 175:16               | 160:25               | <b>change</b> 36:3   | 11:4 13:5             | 17:19 19:4  | 215:4                 |
| 196:25              | 104:10,12             | <b>cdbg</b> 93:12    | 199:22               | 62:20 69:9           | 50:9 133:4            | 19:21 23:17 | 218:11,23             |
| 203:23              | 133:15                | 93:18,20,20          | 218:11               | 70:4 110:23          | 226:20                | 23:19,20    | 219:5,14,15           |
| <b>calling</b> 19:9 | 182:24                | 96:19,25             | <b>certainly</b>     | 110:23               | 227:5,6               | 26:9 29:15  | 219:19,21             |
| 104:12              | 220:5                 | 97:11,14,23          | 52:15 63:6           | 221:11               | <b>childrens</b>      | 29:16 30:13 | 220:6,12,19           |
| <b>camera</b>       | <b>capitalfund...</b> | 99:11                | 65:10 84:8           | 236:18               | 129:2                 | 30:19 31:7  | 220:22                |
| 182:17              | 103:4                 | 101:18               | 138:21               | <b>changed</b> 62:7  | <b>chime</b> 137:22   | 31:9 37:2   | 221:21                |
| 183:8,24            | <b>car</b> 46:22      | 107:10               | 208:23               | 62:18 63:14          | <b>chinese</b>        | 38:17,24,25 | 222:4,9,17            |
| 184:9,14            | <b>care</b> 9:24      | <b>cdbgfunded</b>    | 228:6,15             | 64:7 228:14          | 222:11                | 40:16 42:15 | 224:16,25             |
| 185:22              | 166:23                | 103:3                | 234:23               | <b>changes</b> 2:25  | <b>choice</b> 6:12    | 43:18 44:25 | 225:16,25             |
| 186:10              | 168:25                | <b>cdc</b> 140:9     | <b>certificate</b>   | <b>channel</b>       | 11:8 12:13            | 46:5 53:20  | 226:3,13,14           |
| 187:17              | 199:18                | <b>cecil</b> 75:4    | 240:2                | 202:17               | 40:16 43:12           | 56:25 58:11 | 226:22                |
| 188:3               | <b>career</b> 11:17   | <b>celebration</b>   | <b>certification</b> | 203:12               | 44:17                 | 60:16 63:20 | 228:16                |
| <b>cameras</b>      | 158:12                | 10:6,8               | 240:19               | 207:7                | 136:20                | 63:21 68:23 | 230:13,25             |
| 155:15              | 225:24                | <b>celebrations</b>  | <b>certify</b> 240:3 | <b>channels</b>      | 148:11                | 68:23 71:21 | 231:6,6,11            |
| 181:10,13           | 228:17                | 127:23               | <b>certifying</b>    | 203:23               | 219:23                | 73:6 78:11  | 233:3                 |
| 181:15              | <b>careful</b> 161:6  | <b>cell</b> 53:8     | 240:23               | 205:7                | <b>chosen</b> 29:22   | 78:13 79:3  | 235:13,20             |
| 182:9,11            | <b>carried</b> 7:7    | 152:11,12            | <b>chair</b> 16:25   | <b>characterize</b>  | <b>chris</b> 176:14   | 79:18 81:13 | 237:23                |
| 183:2,13            | <b>carrier</b>        | 152:13               | 20:20 24:10          | 192:18               | <b>chronicled</b>     | 82:9 85:24  | 238:25                |
| 184:10              | 177:12                | 177:4,5,8            | 26:16 29:6           | <b>charge</b> 136:9  | 171:4                 | 97:21 100:3 | <b>cityawarded</b>    |
| 185:4,10,13         | 179:15                | 177:19               | 55:23 58:20          | 178:17,17            | <b>cio</b> 156:15,20  | 100:12      | 60:19                 |
| 185:14,18           | 199:7 206:8           | 178:8,9,24           | 72:13,16             | 192:16               | <b>circuits</b>       | 103:4 111:7 | <b>cityowned</b>      |
| 186:12,14           | <b>carriers</b>       | 179:14,17            | 74:25 80:7           | 193:19               | 152:15                | 112:14,16   | 181:15                |
| 186:22              | 181:6                 | <b>census</b> 227:11 | 85:4 92:23           | <b>chart</b> 45:2    | 180:20                | 114:17      | 198:9,16,20           |
| 187:7,14            | <b>carry</b> 203:17   | <b>center</b> 13:9   | 93:2 105:10          | 63:17                | 181:5                 | 118:7 125:9 | <b>citys</b> 7:16 9:7 |
| <b>campaign</b>     | <b>carrying</b>       | 43:17 95:3           | 117:15               | 109:20               | 196:19                | 125:15      | 9:22 39:21            |
| 169:24              | 95:22,23              | 95:12,15             | 121:22               | 110:6,9              | <b>cities</b> 13:11   | 130:25      | 56:22                 |
| <b>campus</b>       | 104:6                 | 130:25               | 132:25               | 111:25               | 149:16                | 132:14      | 149:10                |
| 136:12,18           | <b>carte</b> 104:12   | 180:25               | 141:8,24             | 112:9,25             | 172:10                | 138:23      | 152:6                 |
| <b>cant</b> 39:11   | <b>cartridges</b>     | 184:24               | 164:11               | 141:12               | 206:4                 | 149:8,13    | 205:19                |
| 89:25               | 94:18                 | 185:16               | 170:20               | 145:17               | <b>citizen</b> 149:24 | 150:7       | 220:3                 |
| 109:25              | <b>case</b> 16:2      | 186:16               | 177:24               | <b>charter</b> 69:9  | 225:7                 | 151:24      | 222:19,25             |
| 129:23              | 19:13                 | 226:9,13,14          | 189:22               | 219:25               | <b>citizenry</b>      | 152:22      | 227:8                 |
| 132:15,18           | 134:22                | 226:22               | 197:13               | <b>charts</b> 44:7   | 191:9                 | 153:15      | <b>citywide</b>       |
| 155:6               | <b>cases</b> 52:9,17  | 235:20               | 207:10               | <b>chase</b> 161:23  | <b>citizens</b> 6:24  | 161:15      | 53:18 60:11           |
| 165:19              | 102:18                | 237:4 238:3          | 213:24               | <b>check</b> 66:7    | 10:20 40:22           | 162:22      | 111:8                 |
| 183:10              | 103:3                 | 238:4                | 216:3                | <b>checking</b>      | 42:15                 | 163:11      | 222:20                |
| 204:15              | 178:10                | <b>centered</b>      | <b>chairman</b>      | 128:22               | 169:13                | 164:5       | <b>civic</b> 149:22   |
| <b>capability</b>   | 188:25                | 131:9                | 124:7                | <b>cheese</b> 78:25  | 193:25                | 167:15      | 220:15,19             |
| 162:2,6             | 234:20                | <b>centers</b>       | 207:13               | <b>chelten</b> 81:14 | 220:17                | 168:24      | 222:22                |
| 172:14              | <b>cashiering</b>     | 199:15               | 218:2                | <b>cherry</b> 27:16  | 224:19                | 169:3,10    | 223:13                |
| 196:14              | 150:11                | 237:10,15            | <b>challenges</b>    | <b>chestnut</b>      | <b>city</b> 1:2,6     | 181:20,22   | 224:22                |
| 197:2 201:8         | <b>cast</b> 72:21     | <b>centrex</b>       | 69:14                | 81:14,16,21          | 2:21,22 3:9           | 183:5,14    | <b>civil</b> 10:12,15 |

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

Committee of the Whole  
April 14, 2015

Page 5

|                               |                                |                                  |                               |                                 |                                  |                                 |                              |
|-------------------------------|--------------------------------|----------------------------------|-------------------------------|---------------------------------|----------------------------------|---------------------------------|------------------------------|
| <b>claiming</b><br>69:17      | 170:18<br>183:15               | <b>cloudfirst</b><br>149:17      | 217:22<br>218:3,9             | 81:6,8<br>82:20 93:5            | <b>commission...</b><br>153:23   | 11:10 12:13<br>20:8 44:2        | 110:13<br>145:13             |
| <b>clarification</b><br>89:20 | 184:2,7,18<br>184:21           | <b>clue</b> 55:8                 | <b>come</b> 3:21              | 93:11,23<br>95:22,24            | 180:2                            | 52:18 82:6<br>93:9 103:10       | 183:11<br><b>compared</b>    |
| <b>clarify</b> 88:22          | 185:3,7,11<br>185:20           | <b>cochaired</b><br>51:18        | 13:14 17:5<br>20:4 32:14      | 96:17 97:4<br>97:14             | <b>commissions</b><br>111:15     | 106:14<br>108:22,24             | 46:13<br>154:17              |
| 96:13 164:2<br>174:16         | 187:3,20,23<br>189:2,20        | <b>cocoa</b> 233:15              | 79:21 91:2<br>91:17 97:10     | 127:21<br>133:11,23             | 219:19<br>220:13,22              | 109:15<br>116:11,11             | <b>comparison</b><br>143:25  |
| 194:24                        | 197:11                         | <b>codes</b> 220:15              | 99:4 105:6<br>110:22          | 136:14,19<br>137:3,24           | 220:23<br>221:22                 | 116:23<br>138:3,6               | <b>competitive</b><br>233:18 |
| <b>clarifying</b><br>101:17   | <b>clarkes</b> 198:2           | <b>coequal</b> 164:8             | 111:19<br>158:2               | 138:6<br>234:19                 | 224:21                           | 144:9 146:5<br>148:21           | 234:5,8<br><b>competitor</b> |
| <b>clarke</b> 1:10            | <b>class</b> 68:14             | <b>coin</b> 65:3                 | 169:20<br>195:4 198:3         | 235:17<br>236:23                | <b>commitment</b><br>13:5 153:25 | 149:7 153:6<br>153:14           | 8:24<br><b>competitors</b>   |
| 2:2 3:11,24<br>4:6,7 5:5      | <b>clean</b> 126:15            | <b>collaboration</b><br>137:11   | 209:16,17<br>210:23           | <b>commercerc...</b><br>83:20   | <b>committed</b><br>184:12       | 190:12,14<br>190:18             | 88:17,17<br><b>compile</b>   |
| 12:3,9 13:2<br>14:6 16:16     | 126:23                         | <b>colleague</b><br>54:8         | 228:18<br>231:2,22            | <b>commerces</b><br>95:17       | <b>committee</b><br>1:3 2:4 3:13 | 191:23<br>192:22                | 194:13<br><b>complete</b>    |
| 20:18 26:14<br>29:4 36:13     | <b>cleaning</b><br>100:4       | <b>colleagues</b><br>55:22 195:5 | 234:14<br><b>comeback</b>     | <b>commercial</b><br>36:18,19   | 36:25<br>125:17                  | 194:7,9<br>195:2,20             | 151:9<br>158:21              |
| 37:4,10,15<br>37:20 39:4      | <b>cleanup</b><br>18:18 19:24  | 234:18<br>237:22                 | 81:18<br><b>comes</b> 34:21   | 40:24 46:3<br>46:9,10,19        | 219:3<br>238:22                  | 200:6<br>202:24                 | 150:12,14<br>150:15,16       |
| 39:10 42:10<br>42:23 43:5     | <b>clear</b> 26:5              | <b>collect</b> 205:14            | 157:25<br>162:19              | 47:3 48:13<br>48:20 49:8        | 239:3                            | 205:6,17<br>209:19              | 223:19<br>224:7              |
| 43:23 48:10<br>48:24 49:10    | <b>clearly</b> 21:2            | <b>collected</b><br>152:25       | <b>comfortable</b><br>53:3    | 73:5,12<br>76:5,10              | <b>commodities</b><br>168:13     | 215:4<br>220:16                 | <b>completely</b><br>174:21  |
| 49:14 51:6<br>51:25 53:10     | 179:24<br>190:24               | <b>collecting</b><br>173:19      | <b>coming</b> 15:10           | 77:2,7 79:2<br>79:17 80:13      | <b>commodity</b><br>68:15        | 221:2,11,18<br>224:17           | <b>complexity</b><br>152:5   |
| 54:7 55:21<br>66:21 67:8      | 195:25<br>196:11,19            | <b>collection</b><br>6:11        | 26:23 42:17<br>45:21 50:21    | 83:7 97:20<br>99:24 101:7       | <b>common</b><br>162:17          | 228:8<br><b>community...</b>    | <b>compliance</b><br>105:25  |
| 68:2,18<br>69:2 70:2,6        | 208:3<br>209:18                | <b>college</b> 52:18             | 72:22 79:15<br>82:11 91:7     | 103:20<br>108:19                | 167:24<br>195:14                 | 7:4<br><b>commute</b>           | 106:17,23<br>107:8 160:5     |
| 70:24 71:4<br>71:7,13         | 210:3                          | 227:5                            | 131:18<br>136:15              | 109:9 111:7<br>111:9            | 222:23                           | 47:18 231:2<br><b>companies</b> | 160:8<br><b>complicated</b>  |
| 72:4,8,11<br>75:8,16,23       | <b>clerk</b> 3:14              | <b>columns</b><br>128:20         | 164:24<br>181:15              | 235:11,12<br>235:24             | <b>commonwe...</b><br>165:25     | 22:9 31:17<br>58:14 67:16       | 188:22<br><b>component</b>   |
| 80:8,19<br>81:7 83:4          | <b>cleveland</b><br>19:4       | 204:18                           | 211:21<br>212:3               | 236:10,12<br>236:16,18          | 167:17                           | 71:21 72:2<br>118:8,10          | 44:24<br><b>comprehen...</b> |
| 83:15 84:9<br>84:24 92:21     | <b>cliente</b><br>230:24       | <b>com</b> 8:24                  | 218:14<br>223:20              | <b>commission</b><br>4:3 219:16 | <b>communicate</b><br>53:25      | 124:21<br>125:2,14,21           | 220:3<br>222:19,20           |
| 105:7<br>113:15               | <b>clinigen</b><br>130:23      | <b>combination</b><br>155:12,16  | <b>commend</b><br>42:16 55:15 | 219:22<br>220:2,20,21           | <b>communica...</b><br>58:16     | 126:11,21<br>127:8 128:2        | 223:2<br>228:20              |
| 115:11<br>141:6               | <b>close</b> 144:11            | <b>comcast</b><br>189:13         | <b>comment</b><br>101:13      | 221:14<br>222:4,9,18            | <b>communica...</b><br>137:15,18 | 129:4<br>217:12,15              | 229:2<br>234:24              |
| 147:19,25<br>148:5,10,17      | <b>closein</b><br>226:24       | 193:7,16<br>195:13,23            | <b>comments</b><br>11:25      | 222:24<br>223:4,7               | 206:10<br><b>communica...</b>    | 125:2,14,21<br>126:11,21        | 220:3<br>222:19,20           |
| 154:9 155:8<br>155:25         | <b>closely</b><br>127:22       | 196:13,24<br>203:3,14            | <b>commerce</b><br>4:2 13:20  | 224:12<br>232:9                 | 154:13<br>155:14                 | 127:8 128:2<br>129:4            | 223:2<br>228:20              |
| 156:6,17<br>157:5,12          | 224:15<br>234:21               | 204:3,10<br>205:21               | 37:11,25<br>38:2,7,9          | <b>commissioner</b><br>114:18   | 205:20<br><b>communities</b>     | 217:12,15<br><b>company</b>     | 229:2<br>234:24              |
| 158:24<br>159:18              | <b>closer</b> 176:17           | 208:10,17<br>208:19,22           | 44:21 45:24<br>48:6 50:16     | 198:23<br>199:16                | 11:13 47:10<br>110:14            | 58:13<br>125:23                 | 237:7<br><b>comprised</b>    |
| 160:10,16<br>161:19           | 176:25<br><b>closet</b> 180:25 | 209:8,25<br>210:6                | 50:25 53:24<br>54:17 55:2     |                                 | 126:7,9,19<br>127:4,14,17        | 125:23<br>126:7,9,19            | 220:25<br><b>compstat</b>    |
| 162:8,13,21<br>163:3,10,17    | 211:15<br><b>closing</b> 9:4   | 212:7<br>214:10,21               |                               |                                 | 128:8,16,24<br>130:3,4           | 127:4,14,17<br>128:8,16,24      | 187:8<br><b>computer</b>     |
|                               | <b>cloud</b> 173:11            | 217:10,14                        |                               |                                 | 238:2<br><b>community</b>        | 130:3,4<br><b>compare</b> 57:5  | 199:3<br><b>con</b> 97:8,9   |

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

Committee of the Whole  
April 14, 2015

Page 6

|                          |                              |                      |                      |                      |                       |             |                   |
|--------------------------|------------------------------|----------------------|----------------------|----------------------|-----------------------|-------------|-------------------|
| <b>concept</b><br>122:20 | <b>conservation</b><br>224:2 | 205:11               | 61:17,24             | 191:18               | 69:20                 | 2:2,20 3:7  | 162:8,13,21       |
| <b>concern</b> 52:7      | <b>consider</b> 3:14         | <b>continue</b> 3:12 | 62:3,4,21            | 208:19               | <b>corridor</b>       | 3:11,24 4:7 | 162:22            |
| 108:19                   | 61:16                        | 45:11 64:3           | 63:19,23             | <b>conversion</b>    | 36:18,20              | 4:10 5:5    | 163:3,10,12       |
| <b>concerned</b>         | 190:17                       | 73:3 149:9           | 64:7,13,21           | 73:25 78:20          | 41:2 46:9             | 11:3,11     | 163:17,22         |
| 43:18                    | 208:14                       | 149:15               | 64:22,23             | <b>conversions</b>   | 48:13,20              | 12:2,3,19   | 164:5             |
| 160:24                   | 209:9                        | 196:3                | 66:2,5 67:6          | 73:11                | 49:2 75:15            | 13:2 14:6   | 168:24            |
| 216:11                   | <b>considered</b>            | 205:14               | 67:14,15,22          | <b>convert</b> 89:16 | 100:4,11              | 16:16,19    | 169:3,10          |
| <b>concerning</b>        | 18:3 201:7                   | 208:20,20            | 67:23 68:6           | 92:12                | 103:20                | 20:18 26:14 | 170:18            |
| 220:10                   | <b>considering</b>           | 208:21               | 69:6,13,16           | <b>converted</b>     | 109:9                 | 29:4 33:6   | 183:12,15         |
| <b>concerns</b>          | 222:3                        | 209:22               | 69:23 70:18          | 73:22 88:24          | 111:18                | 36:13 37:4  | 184:2,7,18        |
| 84:19                    | <b>consistency</b>           | <b>continued</b>     | 72:3 106:10          | <b>coop</b> 167:16   | <b>corridors</b>      | 37:10,15,20 | 184:21            |
| <b>concert</b> 30:15     | 91:14                        | 153:25               | 112:12,22            | <b>cooper</b> 233:2  | 40:24 46:4            | 38:15,17    | 185:3,7,11        |
| 30:23 33:11              | <b>consistently</b>          | 227:10               | 113:6                | <b>cooperation</b>   | 46:10,19              | 39:4,10     | 185:20            |
| <b>conclude</b> 92:9     | 51:20,21                     | <b>continues</b>     | 115:25               | 3:4,6                | 47:3 49:9             | 42:10,23    | 186:6 187:3       |
| 92:11                    | <b>consists</b>              | 9:23 22:25           | 116:13               | <b>coordinate</b>    | 77:2,7 79:2           | 43:5,23     | 187:20,23         |
| 147:21                   | 209:23                       | 209:23               | 119:13,14            | 45:11                | 79:17,23              | 45:22 48:3  | 188:9 189:2       |
| <b>concludes</b>         | 222:23                       | 222:25               | 120:23               | 104:14               | 80:13,24              | 48:10,24    | 189:20            |
| 86:2                     | <b>consolidate</b>           | <b>continuing</b>    | 123:17,19            | <b>coordination</b>  | 83:6,7                | 49:10,14    | 193:24            |
| <b>concluding</b>        | 173:14                       | 111:20               | 150:2,6              | 45:22 103:8          | 97:21 99:25           | 51:6,25     | 197:11,20         |
| 43:25                    | 174:7                        | 223:3                | 152:18               | 133:21               | 100:2                 | 53:10 54:7  | 198:4             |
| <b>conclusion</b>        | <b>constantly</b>            | 229:17               | 158:19               | <b>copy</b> 171:9    | 108:20                | 55:21 63:18 | 200:15            |
| 90:17                    | 175:21                       | <b>contract</b>      | 167:16               | 197:21               | 111:5,8,10            | 66:21 67:8  | 204:6             |
| <b>conde</b> 6:19        | <b>constituent</b>           | 31:21,24             | 170:8 189:8          | <b>core</b> 149:11   | 111:17                | 68:5,18     | 210:10,15         |
| <b>condo</b> 78:20       | 169:2                        | 32:7,9,11            | 189:15               | 150:3 159:8          | 235:12,13             | 69:2 70:2,6 | 210:18            |
| <b>condos</b> 78:22      | <b>constituents</b>          | 36:2 61:2,8          | <b>contractual</b>   | 159:11               | 235:24                | 70:24 71:4  | 211:3,9           |
| 79:7                     | 149:14                       | 61:9,12              | 138:10               | <b>corp</b> 94:23    | 236:11,12             | 71:7,13     | 212:14            |
| <b>conducted</b>         | 191:17                       | 62:5,16              | <b>contributed</b>   | <b>corporate</b>     | 236:14                | 72:4,8,11   | 219:14            |
| 119:11                   | 195:15                       | 65:21                | 6:19                 | 218:5                | 237:2                 | 75:8,16,23  | 232:23,24         |
| 194:6                    | 196:10                       | 138:18,20            | <b>contributes</b>   | <b>corporation</b>   | <b>corruption</b>     | 80:8,19     | <b>councilman</b> |
| <b>conference</b>        | <b>constitute</b>            | 138:21               | 179:22               | 42:4                 | 69:17                 | 81:7 83:4   | 1:11,11,12        |
| 8:10                     | 3:15 194:16                  | 141:16               | <b>contributing</b>  | <b>corporations</b>  | <b>cosponsoring</b>   | 83:15 84:9  | 1:12,13,13        |
| <b>confetti</b> 18:17    | <b>construction</b>          | 142:25               | 30:22                | 138:7                | 215:11                | 84:24 85:7  | 1:14,14,15        |
| <b>confidential</b>      | 82:4 100:23                  | 144:16,20            | <b>contribution</b>  | <b>correct</b> 30:16 | <b>cost</b> 13:7      | 92:21 93:3  | 16:25 17:3        |
| 164:6                    | 125:23,24                    | 144:24               | 94:19                | 30:20,25             | 30:12,13              | 96:3 105:7  | 18:11,15          |
| <b>configure</b>         | 128:24                       | 145:3,6              | 112:10               | 31:4 32:21           | 174:10,10             | 109:17      | 19:16 20:11       |
| 149:20                   | 134:4                        | 174:13               | <b>control</b>       | 59:14 71:15          | 174:19                | 113:15      | 20:16,19,20       |
| <b>confirm</b>           | <b>consultant</b>            | 218:9                | 159:16               | 72:10 80:22          | 175:13                | 115:11      | 20:22 21:2        |
| 177:21                   | 65:15 119:8                  | <b>contracted</b>    | 240:22               | 89:8 106:21          | 176:3                 | 125:15,17   | 21:9,16,23        |
| <b>connect</b>           | <b>consultants</b>           | 32:13 95:23          | <b>controls</b>      | 107:14               | 182:22,25             | 127:24      | 22:23 23:6        |
| 162:17                   | 66:18                        | <b>contracting</b>   | 83:23 85:2           | 118:16               | 234:3                 | 136:2       | 23:12,23          |
| 181:6 197:3              | <b>consulting</b>            | 5:17 22:24           | <b>convenience</b>   | 137:7                | <b>costars</b> 122:7  | 137:12      | 24:13,20          |
| 235:2                    | 130:6                        | 23:25 24:18          | 204:22               | 144:18               | 122:8,11,14           | 139:6 141:6 | 25:13,17          |
| <b>connecting</b>        | <b>consumption</b>           | 25:24 133:9          | <b>convention</b>    | 147:9 163:8          | 122:17,18             | 147:19,25   | 26:7,10,15        |
| 206:10                   | 168:10,12                    | 133:23               | 15:22 16:15          | 171:24               | 123:4 167:6           | 148:5,10,16 | 26:16,18,22       |
| 235:5                    | <b>contact</b> 11:12         | 218:12               | 95:3,12,15           | 176:10               | 167:9                 | 148:17      | 27:2 28:12        |
| <b>connections</b>       | 11:16 58:17                  | <b>contractor</b>    | <b>conventions</b>   | 179:18               | <b>costs</b> 19:18    | 154:9 155:8 | 28:23 29:2        |
| 28:5 137:23              | 137:24                       | 166:13               | 16:11                | 190:13,15            | 165:14,16             | 155:25      | 29:5,6,8,12       |
| 181:2                    | <b>contacts</b>              | <b>contractors</b>   | <b>conversation</b>  | 206:23               | 182:24                | 156:6,17    | 30:7,17,21        |
| <b>connectivity</b>      | 27:21                        | 98:4,5 99:8          | 16:18 136:5          | 216:21               | <b>cottman</b>        | 157:5,12    | 31:2,6,15         |
| 159:13                   | <b>contained</b>             | <b>contracts</b>     | 174:18               | 240:8                | 101:8                 | 158:4,24    | 31:19,25          |
| <b>connects</b>          | 240:5                        | 59:12,17             | 187:17               | <b>corrective</b>    | <b>couldnt</b>        | 159:18      | 32:6,19,22        |
| 231:11                   | <b>content</b>               | 60:7,16,18           | <b>conversations</b> | 223:23               | 201:11                | 160:10,16   | 33:22 34:12       |
|                          | 161:18                       | 60:19 61:4           | 18:10                | <b>correlation</b>   | <b>council</b> 1:2,10 | 161:15,19   | 35:15 36:7        |

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

Committee of the Whole  
April 14, 2015

Page 7

|             |             |             |                       |                      |                       |                     |                      |
|-------------|-------------|-------------|-----------------------|----------------------|-----------------------|---------------------|----------------------|
| 36:10 44:4  | 118:4,13,17 | 180:7,14,18 | 219:2,9,13            | 13:19 17:8           | 22:19,22              | <b>cuts</b> 137:13  | <b>deal</b> 21:18    |
| 51:18 53:15 | 118:20      | 181:8,12,18 | 225:13                | 42:25 43:8           | <b>credit</b> 21:7    | <b>cycle</b> 223:4  | 155:13               |
| 54:8,13,14  | 119:7,23    | 181:23,25   | 227:17                | 51:11 72:18          | 31:5 57:21            |                     | 162:12               |
| 55:23,25    | 120:9,13,16 | 182:4,13,21 | 229:24                | 73:4 74:22           | 57:23 58:8            | <b>D</b>            | 168:11               |
| 56:5 57:4   | 121:3,7,11  | 183:3,10,18 | 233:8                 | 124:10,13            | 58:9                  | <b>d</b> 1:15       | 177:8,9              |
| 57:12,16,18 | 121:18,21   | 183:25      | 235:10                | 125:14               | <b>crew</b> 34:21     | <b>dan</b> 51:19    | 196:22               |
| 58:19,25    | 122:2,4,5   | 186:5,15    | 236:8                 | 126:17               | <b>crime</b> 184:12   | <b>dark</b> 196:25  | 210:7                |
| 59:10,15,20 | 122:10,11   | 187:5,18,22 | 237:20                | 139:22               | 185:16,23             | 198:7 206:6         | 226:11               |
| 59:24 60:5  | 122:14,17   | 188:2,7,8   | 238:17,20             | 154:10               | 187:5                 | <b>darrell</b> 1:10 | 236:7                |
| 60:12,21,24 | 122:21,23   | 188:19      | <b>councilme...</b>   | 172:18               | <b>crimes</b>         | <b>data</b> 40:6    | <b>dealing</b> 64:4  |
| 61:6,13,20  | 122:25      | 189:3,5,19  | 40:14 45:12           | 174:18               | 187:11                | 111:5               | 110:17               |
| 62:10,14,25 | 123:15,21   | 189:21,22   | 108:19                | 189:3                | <b>criminal</b>       | 128:19              | <b>dealt</b> 124:21  |
| 63:7,11     | 124:6,8,9   | 189:24      | 157:15                | 197:17               | 151:16                | 134:11              | <b>debate</b> 16:24  |
| 64:2,12,18  | 124:20      | 190:4,16,20 | 158:2,20              | 202:15               | <b>crisis</b> 231:15  | 149:22              | 196:2                |
| 64:25 65:7  | 125:7 126:3 | 190:25      | 224:16                | 204:7                | <b>critical</b> 91:19 | 150:22              | <b>deborah</b>       |
| 65:13 66:17 | 127:7,10,13 | 191:4,25    | <b>councilpeople</b>  | <b>course</b> 236:23 | <b>crm</b> 150:14     | 151:15              | 96:15                |
| 66:22 72:13 | 128:6,11,15 | 192:5,8,15  | 77:6                  | <b>courses</b> 225:4 | <b>crying</b> 135:6   | 152:20,21           | <b>debt</b> 95:12,14 |
| 72:15 73:10 | 129:6,12,18 | 192:21      | <b>councilpers...</b> | <b>cover</b> 155:18  | 135:18                | 155:16              | <b>decade</b>        |
| 73:18,23    | 130:16      | 193:6,18,23 | 132:13                | <b>coverage</b>      | <b>cultural</b> 11:6  | 173:20              | 227:13               |
| 74:3,7,13   | 131:4,11,21 | 195:3       | <b>councils</b>       | 187:13               | 14:8 27:3             | 177:22              | 228:3                |
| 74:19 75:3  | 132:3,12,20 | 196:15,21   | 153:24                | <b>covered</b>       | 28:8                  | 180:25              | <b>decades</b>       |
| 75:10,14    | 133:5 140:3 | 197:8,12,13 | 164:18                | 101:15               | <b>cumbersome</b>     | <b>date</b> 224:3   | 226:4                |
| 76:4,9,14   | 141:8,10,21 | 197:15      | <b>councilwom...</b>  | 201:15               | 102:5                 | 229:7               | <b>december</b> 7:3  |
| 76:19,24    | 141:25      | 198:5,15,22 | 1:10,15,16            | 209:25               | <b>curious</b> 23:14  | <b>dates</b> 16:13  | 40:4 221:21          |
| 77:9,15,20  | 142:8,16    | 199:10      | 92:24,25              | <b>covering</b> 2:23 | <b>current</b> 45:2   | 211:6               | <b>decide</b> 34:18  |
| 77:24 78:10 | 143:6,10,22 | 200:12,25   | 93:15,25              | 150:24               | 73:5 91:6             | <b>david</b> 1:14   | <b>decides</b> 32:8  |
| 78:17 80:6  | 144:2,14,19 | 201:25      | 94:10,21              | <b>covers</b> 203:22 | 205:9                 | <b>davisbacon</b>   | 34:16                |
| 80:9,10,22  | 145:2,10,16 | 202:4,8,9   | 95:5,9,13             | <b>cpi</b> 224:22    | <b>currently</b>      | 105:19              | <b>decipher</b>      |
| 81:9,22     | 145:23,25   | 202:13      | 96:2,8,12             | 225:4,7              | 23:19                 | 107:5,9,18          | 102:6                |
| 83:5 85:4,6 | 146:8,16,22 | 203:18      | 97:7 99:10            | <b>cracks</b> 44:17  | 130:25                | 108:13              | <b>decision</b>      |
| 85:10,19    | 147:2,7,12  | 204:12      | 101:17,20             | <b>craft</b> 52:25   | 150:21                | <b>day</b> 11:11    | 33:25 36:4           |
| 86:18,22    | 147:16      | 205:18      | 102:22                | <b>crane</b> 128:24  | 169:23                | 22:18 29:15         | 210:22               |
| 87:21 88:6  | 164:11,13   | 206:14,24   | 103:14                | <b>create</b> 6:8    | 198:10,17             | 33:16 50:11         | 214:5,23             |
| 89:14 90:4  | 167:19      | 207:10,11   | 105:2,8,15            | 48:8 54:20           | 208:14                | 79:20,22,22         | <b>decisionma...</b> |
| 91:11 92:8  | 168:17,20   | 207:12,21   | 124:12                | 116:23               | 222:10                | 117:20              | 84:16                |
| 92:22 96:4  | 169:8,15,22 | 208:5,13    | 133:2,3,7             | 233:21,24            | 232:11                | 153:16              | <b>decisions</b>     |
| 104:13      | 170:12,19   | 209:2,11    | 134:25                | 234:7,25             | <b>curtis</b> 1:12    | 168:14              | 32:17 84:14          |
| 105:10,12   | 170:20,22   | 210:8,13,14 | 135:5,10,16           | 237:9                | <b>customer</b>       | 198:24              | 134:15               |
| 106:5,22    | 171:11,15   | 210:24      | 137:4,8               | <b>created</b> 39:18 | 168:15,18             | 202:5               | <b>decrease</b>      |
| 107:24      | 171:16,21   | 211:8,17,25 | 138:8 139:2           | 51:16 56:19          | 168:21                | 215:23              | 85:12                |
| 108:17      | 171:25      | 212:15,19   | 140:2,16              | 116:10,20            | 195:25                | <b>days</b> 43:25   | 178:24               |
| 109:8       | 172:24      | 212:23      | 141:7                 | 224:20               | 196:5                 | 207:19              | <b>deep</b> 194:8    |
| 110:10      | 173:22      | 213:3,8,13  | <b>count</b> 142:15   | <b>creating</b>      | <b>customers</b>      | <b>daytoday</b>     | 225:14               |
| 111:22      | 174:3,23    | 213:15,16   | <b>counterintu...</b> | 14:24 40:13          | 150:10                | 149:12              | 230:2                |
| 112:3,7     | 175:5,10,15 | 213:17,24   | 175:23                | 136:23               | 191:17                | 188:18              | 235:25               |
| 113:11,17   | 175:22      | 214:2,3     | <b>counties</b>       | 235:5                | 195:15,16             | 191:16              | <b>deeper</b> 54:16  |
| 113:18,23   | 176:5,13,19 | 215:2,10,11 | 237:12                | <b>creation</b> 9:15 | <b>customize</b>      | <b>dbe</b> 59:5,16  | <b>deeply</b> 132:13 |
| 114:3,4,9   | 176:24      | 215:17      | <b>counting</b>       | 57:19,22             | 149:21                | <b>dbes</b> 144:15  | <b>defeated</b>      |
| 114:24      | 177:3,7,13  | 216:2,5,6,7 | 20:12,14              | 58:8                 | <b>cut</b> 88:8       | <b>dced</b> 100:7   | 87:19                |
| 115:6,10,12 | 177:17,23   | 216:19,22   | <b>countries</b> 8:7  | <b>creative</b>      | 140:23,24             | <b>deactivated</b>  | <b>defend</b> 72:24  |
| 117:10,15   | 178:6,16,21 | 217:25      | <b>county</b>         | 22:12                | 161:22                | 152:12              | <b>defensive</b>     |
| 117:16,18   | 179:3,8,12  | 218:15,16   | 201:14                | 153:19               | 168:4,21              | 179:17,20           | 136:6                |
| 117:24      | 179:16,21   | 218:19,22   | <b>couple</b> 12:5    | <b>creatively</b>    | 187:4                 | <b>deactivation</b> | <b>definitely</b>    |
|             |             |             |                       |                      |                       | 179:22              |                      |

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

Committee of the Whole  
April 14, 2015

Page 8

|                      |                      |                       |                       |                       |                       |                      |                   |
|----------------------|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------|-------------------|
| 14:5 91:3            | 235:17               | <b>desk</b> 175:4     | <b>difference</b> 5:2 | 59:5 60:8             | 233:9 235:8           | 60:9 98:11           | 124:14            |
| 233:6                | <b>departments</b>   | <b>destination</b>    | 87:8                  | 60:10 61:10           | 236:9,20              | 98:12                | 129:22            |
| <b>definition</b>    | 4:25,25 6:8          | 6:22                  | <b>different</b> 27:6 | 61:22 64:7            | 237:8,24              | <b>dollars</b> 21:13 | 135:2,6           |
| 203:17               | 44:22 63:20          | <b>detail</b> 80:14   | 34:13 46:21           | 64:14,24              | <b>districts</b> 33:8 | 21:14,18,24          | 138:14            |
| <b>degree</b> 12:6   | 78:6 83:18           | 154:11                | 49:7 65:3             | 65:22                 | 77:6 132:16           | 22:2,2,16            | 139:17            |
| <b>delaware</b>      | 103:9                | 156:7                 | 66:14 100:5           | 119:16                | 224:6                 | 22:24,25             | 143:10            |
| 94:22                | 123:11               | 170:25                | 116:18                | <b>disadvanta...</b>  | 229:14                | 23:3,7,8,10          | 147:5             |
| 128:14               | 133:14,22            | 172:4                 | 135:22                | 41:18                 | <b>dive</b> 194:8     | 23:14,24             | 156:24            |
| <b>delayed</b> 99:20 | 135:22               | <b>detailed</b>       | 142:18,21             | <b>disagree</b>       | <b>diverse</b> 4:23   | 24:4,25              | 157:9 158:2       |
| 101:25               | 153:15               | 43:19 149:4           | 159:15                | 89:18                 | <b>diversity</b>      | 25:8 61:2,8          | 160:2             |
| 134:13               | 174:6                | 166:4                 | 185:21                | 160:23                | 24:17,18              | 61:9,12              | 162:14            |
| <b>deliberate</b>    | 191:14               | <b>details</b> 38:14  | 186:6 191:2           | <b>disappears</b>     | 152:5                 | 62:6,16              | 165:19            |
| 139:23               | <b>depending</b>     | 169:7                 | 197:3                 | 89:7                  | <b>divided</b> 59:25  | 64:11 65:4           | 167:2,9           |
| 140:17               | 177:12               | <b>determinati...</b> | 206:11                | <b>discovered</b>     | <b>division</b>       | 65:11,21             | 168:21            |
| <b>deliver</b>       | <b>depends</b>       | 14:15                 | 230:3,23              | 53:14                 | 154:14                | 71:3 94:19           | 171:6 172:9       |
| 149:14               | 211:13               | <b>determine</b>      | 236:15,19             | <b>discretion</b>     | <b>dnc</b> 7:16       | 97:23,25             | 172:10            |
| 197:5                | <b>deploying</b> 9:6 | 109:6                 | 238:7                 | 158:21                | 15:24 16:2            | 141:16               | 183:22            |
| <b>delivered</b>     | <b>deputies</b> 4:11 | <b>develop</b> 38:24  | <b>differential</b>   | <b>discuss</b> 16:21  | 17:12 18:4            | 142:25               | 185:17            |
| 150:9                | <b>deputy</b> 37:23  | 226:9                 | 178:7                 | 147:14                | 18:20,24              | 144:16,20            | 186:14,17         |
| <b>delve</b> 54:16   | 38:2 88:12           | <b>developed</b>      | <b>differently</b>    | <b>discussing</b>     | 19:8,15,24            | 144:24               | 187:8             |
| <b>demand</b>        | 156:15,20            | 13:21                 | 19:2 66:19            | 232:14                | <b>document</b>       | 145:4,6              | 189:10            |
| 168:10               | 219:16               | <b>developer</b>      | 113:10                | <b>discussion</b>     | 44:12                 | 158:18               | 195:5,23          |
| 204:14               | 221:24               | 124:17                | 133:4                 | 89:10 190:6           | 189:17                | 175:8 179:7          | 200:9 201:2       |
| 205:2 207:8          | 232:8 236:6          | <b>developers</b>     | <b>difficult</b>      | 231:5                 | 194:13,15             | 179:9                | 201:14            |
| <b>demands</b>       | <b>deregulation</b>  | 231:22                | 50:11 98:18           | <b>discussions</b>    | 197:23                | <b>domain</b>        | 210:8             |
| 123:7 212:6          | 116:2                | <b>development</b>    | 155:3,23              | 65:19                 | <b>documents</b>      | 198:25               | 212:20,24         |
| <b>demographic</b>   | <b>derivative</b>    | 8:17 37:24            | <b>digital</b> 191:21 | <b>disinvestme...</b> | 165:15                | <b>donato</b>        | 213:23            |
| 226:17               | 168:15               | 38:23 47:25           | <b>dine</b> 9:12      | 226:5                 | <b>doesnt</b> 21:9    | 176:14,14            | 214:13            |
| <b>demonstrat...</b> | <b>descent</b> 126:8 | 88:12 93:10           | <b>direct</b> 18:10   | <b>disparity</b>      | 85:23 86:4            | 176:21               | 215:18            |
| 117:13               | 127:5                | 130:6 138:7           | 50:19,22              | 114:6,10              | 89:3,4                | 177:2                | 228:12            |
| <b>dennis</b> 1:13   | <b>describe</b>      | 191:24                | 54:18 69:20           | 118:3,6,15            | 106:9                 | <b>dont</b> 19:5     | 232:18            |
| <b>density</b>       | 180:21               | 220:4,9               | 136:24                | 118:18,22             | 143:23                | 22:7 27:17           | 233:5             |
| 229:10               | 222:16               | 221:3,11,19           | 240:22                | 118:25                | 182:22                | 27:24 28:4           | 237:11            |
| 230:11               | <b>described</b>     | 222:24                | <b>direction</b>      | 119:11                | <b>doing</b> 19:2     | 28:18 30:12          | <b>dowdburton</b> |
| <b>department</b>    | 190:9                | 224:2 225:3           | 159:15                | 121:24,24             | 21:4 35:19            | 42:12 43:12          | 37:18 38:4        |
| 36:21 37:11          | <b>deserve</b> 21:6  | 228:22                | <b>directly</b> 53:24 | 143:19                | 46:19 54:12           | 44:19 47:22          | 60:15,23          |
| 38:7,9               | <b>deserves</b>      | 229:11                | <b>director</b>       | <b>displaced</b>      | 55:15 78:18           | 53:11 55:8           | 61:3,11,15        |
| 44:20 50:17          | 108:22               | 230:12,20             | 37:25 38:2            | 230:12                | 82:21 90:10           | 55:11 57:10          | 62:9,20           |
| 82:20 93:6           | <b>design</b> 6:13   | 232:17                | 38:3 55:2             | <b>displacing</b>     | 97:19 98:17           | 59:16 62:4           | 63:4,9,15         |
| 93:9,12              | 100:24               | <b>devices</b> 161:7  | 86:25                 | 26:3                  | 99:15                 | 63:5 65:8            | 64:9,16,25        |
| 106:9 109:5          | 101:4 110:7          | <b>diagram</b> 96:5   | 124:18                | <b>disseminati...</b> | 104:11,23             | 65:25 66:24          | 65:9 66:3         |
| 109:11               | 220:15               | <b>dialogue</b>       | 219:15                | 173:20                | 105:6                 | 73:14 74:4           | 67:7,25           |
| 111:11               | 223:10               | 229:17                | 221:24                | <b>distributed</b>    | 108:10                | 74:18 76:3           | 68:20 69:25       |
| 123:5,5,15           | 225:5                | <b>didnt</b> 15:6     | 232:8 236:6           | 233:14                | 109:2                 | 76:7,17,23           | 70:5,13           |
| 133:24               | <b>designation</b>   | 82:15 88:7            | <b>directors</b>      | <b>district</b> 11:16 | 110:18                | 79:12 81:19          | 71:2,6,10         |
| 166:9                | 6:3 17:22            | 88:9 139:9            | 28:22 66:8            | 44:5 49:17            | 126:10,12             | 81:21,23             | 71:15 72:6        |
| 167:10               | 18:4,20              | 159:5                 | 149:2                 | 49:23 50:19           | 133:15,20             | 82:13,19             | 72:10 112:7       |
| 175:17               | <b>designed</b>      | 177:25                | 153:23                | 78:21 83:9            | 136:7                 | 85:13 88:18          | 113:13,21         |
| 190:10               | 107:7                | 180:4                 | 219:17                | 132:4,13,23           | 139:12                | 91:24 95:18          | 114:2,8,15        |
| 191:7 208:8          | <b>designing</b>     | 187:18                | 221:25                | 134:16,23             | 140:19                | 99:8 101:16          | 115:2,9,13        |
| 212:11               | 104:16               | 216:24                | <b>directs</b>        | 223:8,12,14           | 162:11                | 102:10               | 117:12,21         |
| 219:5,6              | 108:8 238:5          | <b>dietz</b> 42:3     | 219:25                | 223:18,20             | 235:9 237:9           | 112:3                | 118:2,5,16        |
| 234:19               | <b>desiree</b> 4:13  | <b>differ</b> 63:16   | <b>disadvanta...</b>  | 230:21                | <b>dollar</b> 60:6,7  | 122:13               | 118:19,23         |

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

Committee of the Whole  
April 14, 2015

Page 9

|                      |                       |                     |                       |                       |                      |                        |                       |
|----------------------|-----------------------|---------------------|-----------------------|-----------------------|----------------------|------------------------|-----------------------|
| 120:4,11,14          | <b>due</b> 16:22      | 179:5,10,14         | 125:16                | 234:25                | 232:19               | <b>energy</b> 130:7    | 222:4                 |
| 120:19               | 69:3 105:17           | 179:18,24           | 191:23                | <b>efforts</b> 45:12  | <b>elka</b> 4:11     | 130:10                 | <b>entirety</b>       |
| 121:5,9,16           | 107:3,25              | 180:10,16           | 231:15                | 46:14 82:4            | <b>elongated</b>     | 133:14                 | 107:19                |
| 121:19,23            | 169:25                | 180:22              | <b>economically</b>   | 90:9 173:9            | 218:20               | 234:3,3                | <b>entities</b> 28:8  |
| 122:12,15            | <b>dvic</b> 184:24    | 181:11,14           | 182:7                 | <b>eight</b> 91:21    | <b>email</b> 11:19   | <b>energyeffici...</b> | 128:23                |
| 122:19               | 185:17                | 181:22,24           | <b>economy</b>        | 91:23 92:4            | 139:4 152:8          | 233:22                 | <b>entitled</b>       |
| 123:14               |                       | 182:3,6,15          | 54:21 79:6            | 131:2                 | 159:14               | <b>engage</b> 8:11     | 203:20                |
| 124:4                | <b>E</b>              | 182:23              | 226:7,10              | 207:19,20             | 162:20               | 191:22                 | <b>entity</b> 24:6    |
| 125:13               | <b>earlier</b> 43:10  | 183:7,17,22         | 227:14,25             | 223:14                | 173:6                | 210:21                 | 83:23 84:25           |
| 126:5 127:9          | 87:10 167:5           | 184:4,16,20         | 228:2,3,11            | 231:14                | <b>emergency</b>     | 231:21                 | <b>entreprene...</b>  |
| 127:12,15            | 168:23                | 184:23              | <b>econsult</b>       | <b>eighteen</b>       | 180:8,10             | <b>engaged</b>         | 8:13                  |
| 128:21               | 215:3                 | 185:5,9,15          | 66:18                 | 178:5                 | <b>emerging</b>      | 42:18 223:7            | <b>entrylevel</b>     |
| 131:24               | 235:11                | 185:25              | <b>ecosave</b> 130:4  | <b>eighth</b> 112:18  | 227:24               | 232:22                 | 40:21 47:21           |
| 132:6                | <b>early</b> 106:6    | 186:13              | <b>ed</b> 1:13        | <b>eightyfour</b>     | <b>emotion</b>       | <b>engagement</b>      | <b>epayment</b>       |
| 141:19,22            | 151:4,5               | 188:16,21           | 227:15                | 183:17,19             | 187:19               | 149:24                 | 152:24                |
| 142:3,10             | 210:21                | 189:14              | <b>edge</b> 234:8     | <b>eisneramper</b>    | <b>emphasis</b>      | 220:19                 | <b>equipment</b>      |
| 143:4,8,16           | 223:17                | 190:3,14,19         | <b>edition</b> 8:2    | 41:24 58:7            | 47:19 50:5           | 224:22                 | 126:2 203:9           |
| 143:24               | <b>earmark</b>        | 190:24              | <b>editorial</b> 6:16 | <b>either</b> 36:22   | <b>employ</b> 218:6  | <b>engaging</b>        | 203:16,16             |
| 144:6,17,22          | 18:21                 | 191:3,11            | 8:17                  | 50:21 52:16           | <b>employee</b>      | 80:21                  | <b>equivalent</b>     |
| 145:7,15,19          | <b>earned</b> 6:16    | 192:3,7,11          | <b>educate</b> 200:7  | 53:12 67:3            | 23:20                | <b>engineering</b>     | 65:12                 |
| 145:24               | <b>easiest</b> 168:11 | 192:17              | <b>education</b>      | 88:2 176:9            | 118:11               | 52:20                  | <b>equivocate</b>     |
| 146:2,9,18           | <b>easily</b> 169:17  | 193:2,9,20          | 9:25 11:5             | 229:9                 | 154:16               | 100:24                 | 79:13                 |
| 146:25               | 184:20,23             | 194:5               | 47:23 50:23           | <b>el</b> 82:4 101:6  | 166:3                | 101:4                  | <b>equivocation</b>   |
| 147:5,11,13          | 184:25                | 195:10              | 203:23                | <b>elaborate</b>      | <b>employees</b>     | 104:17                 | 92:14                 |
| 147:18               | <b>east</b> 101:3     | 196:18              | 204:19                | 61:5                  | 23:17,19             | 126:9                  | <b>erie</b> 13:20     |
| <b>download</b>      | <b>easy</b> 194:23    | 197:10,22           | 224:21                | <b>eleanor</b>        | 129:17               | <b>engineers</b>       | 100:19                |
| 71:18                | <b>ebeid</b> 148:7    | 198:13,19           | 227:19,23             | 219:17                | 153:7,9              | 126:7                  | <b>escalated</b>      |
| <b>downside</b>      | 148:14,18             | 199:5 200:4         | <b>educational</b>    | 232:7                 | 154:15               | <b>enhance</b> 6:23    | 116:4                 |
| 158:6                | 154:22                | 200:21              | 220:18                | 234:12                | 155:10               | 15:13 49:3             | <b>especially</b>     |
| <b>downsize</b>      | 155:12                | 201:6 202:3         | 225:4                 | <b>elected</b> 230:5  | 179:23,25            | <b>enhanced</b> 8:9    | 149:8                 |
| 174:6                | 156:5,14              | 202:7               | <b>effect</b> 106:6   | <b>elections</b>      | 198:9,17             | <b>enjoy</b> 202:4     | <b>essence</b> 58:15  |
| 175:17               | 158:10                | 203:10,21           | 168:15                | 178:12                | 222:13               | <b>ensure</b> 18:2     | <b>essential</b>      |
| <b>downtown</b>      | 159:2 160:2           | 205:4,23            | 198:24                | <b>electric</b> 61:18 | <b>employer</b>      | 40:15 50:19            | 230:7                 |
| 78:19 79:21          | 160:12                | 206:22              | <b>effective</b>      | 62:24 116:9           | 50:12                | 220:8                  | <b>essentially</b>    |
| <b>dozen</b> 186:22  | 161:16,24             | 207:9,17,25         | 74:23                 | <b>electricity</b>    | <b>employing</b>     | <b>entails</b> 166:7   | 17:24 69:8            |
| <b>draft</b> 211:2,3 | 162:10,15             | 208:7,18            | 151:25                | 116:3                 | 9:5                  | <b>enter</b> 182:18    | 69:9 80:23            |
| 215:21               | 162:25                | 209:7,18            | <b>effectiveness</b>  | <b>electronic</b>     | <b>employs</b> 9:20  | 190:5                  | <b>established</b>    |
| <b>dramatic</b>      | 163:9,15              | 210:12,17           | 191:6                 | 115:24                | <b>empower</b>       | <b>entering</b>        | 194:4                 |
| 40:2                 | 167:8 168:7           | 211:4,11,21         | <b>efficiency</b>     | 137:25                | 224:23               | 182:9                  | <b>establishme...</b> |
| <b>draw</b> 7:17     | 168:19                | 212:4,17,21         | 102:2 191:7           | 151:3                 | <b>enable</b> 149:13 | 217:19                 | 68:4                  |
| <b>drexel</b> 182:16 | 169:5,14,17           | 212:25              | <b>efficient</b>      | <b>element</b>        | <b>encased</b>       | <b>enterprise</b>      | <b>estate</b> 122:24  |
| <b>drive</b> 115:22  | 170:10                | 213:5,10,14         | 102:10                | 197:6                 | 48:14                | 68:5 127:23            | 167:23                |
| <b>driven</b> 226:17 | 171:8,13,19           | 214:17              | 150:4                 | <b>eligible</b>       | <b>encourage</b>     | 152:16                 | 220:12                |
| <b>driver</b> 13:8   | 171:23                | 215:7,20            | 151:25                | 120:23,23             | 11:15 72:2           | 188:13,14              | <b>estelle</b> 7:7    |
| <b>drives</b> 120:25 | 172:22,25             | 216:4,17,21         | 162:4                 | 167:13                | 90:25                | <b>enterprises</b>     | <b>estimated</b>      |
| <b>drop</b> 23:2     | 173:23                | 217:17              | 196:10,22             | <b>eliminate</b>      | 229:10               | 131:25                 | 20:5 176:8            |
| 85:17,22             | 174:12                | 218:21              | 234:5                 | 174:21                | 236:15               | <b>entertainm...</b>   | 221:7                 |
| 88:14                | 175:2,8,12            | <b>economic</b> 5:4 | <b>efficiently</b>    | 175:6                 | <b>encouraging</b>   | 204:20,20              | <b>estimates</b>      |
| <b>drug</b> 52:9     | 175:20,25             | 20:5,9              | 197:5                 | <b>eliminated</b>     | 39:24                | <b>entire</b> 9:10     | 227:12                |
| <b>drwc</b> 94:20    | 176:7,22              | 37:24 38:4          | 238:10                | 67:5 69:10            | <b>ends</b> 92:13    | 13:15 58:10            | <b>ethnic</b> 27:3    |
| <b>dsbe</b> 5:9,16   | 177:5,10,16           | 38:22 41:16         | <b>effort</b> 6:18    | <b>eliminating</b>    | 133:20               | 192:22                 | 27:10 95:24           |
| <b>duane</b> 38:2    | 177:20                | 88:12               | 132:11                | 69:19                 | 134:8                | 201:14                 | 139:16                |
| 66:25 72:20          | 178:4,9,19            | 112:11              | 215:12                | <b>elimination</b>    | <b>endy</b> 39:14    | 203:21                 | <b>event</b> 6:4,5    |
|                      | 178:23                |                     |                       |                       |                      |                        |                       |

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

Committee of the Whole  
April 14, 2015

Page 10

|                      |                       |                      |                       |                       |                       |                       |                      |
|----------------------|-----------------------|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------|
| 7:9 15:9             | <b>excellence</b> 6:5 | <b>expect</b> 112:21 | 196:12                | <b>faith</b> 204:10   | 188:11                | 235:10                | 3:16,18,19           |
| 17:23 18:2           | <b>excellent</b>      | 175:16               | <b>external</b> 6:6   | <b>fall</b> 107:15    | <b>feel</b> 91:24     | 237:21                | 5:2 38:10            |
| 18:3 19:9            | 110:15                | 177:25               | 102:3 150:9           | 150:23                | 92:3 133:13           | <b>finance</b>        | 59:6 60:13           |
| 19:10 24:12          | <b>exchange</b>       | 190:7                | 153:4                 | 210:11,16             | 159:6,16              | 130:12                | 63:23 66:10          |
| 27:17 29:22          | 182:10,22             | <b>expected</b> 7:17 | 180:12                | 211:10                | <b>fegely</b> 76:3    | <b>financed</b>       | 66:11 70:19          |
| 186:3                | <b>exchanges</b>      | 8:4                  | <b>externally</b>     | 225:4                 | 99:21                 | 77:11,17              | 70:20 113:3          |
| <b>events</b> 5:21   | 151:14                | <b>expecting</b>     | 191:20                | <b>falling</b> 98:24  | 101:14                | <b>finances</b>       | 113:3,8              |
| 5:24 6:2,8           | <b>excited</b> 7:11   | 214:4                | <b>extinct</b>        | <b>falls</b> 101:3    | 102:8 103:2           | 24:11                 | 116:5,6              |
| 7:23 10:11           | 43:15                 | <b>expects</b>       | 166:25,25             | 160:8                 | 104:8 106:4           | <b>financial</b> 2:22 | 119:14               |
| 10:24 11:14          | 110:12                | 224:12               | <b>extremely</b>      | <b>familiar</b>       | 106:20                | 36:22                 | 121:13               |
| 12:20 14:24          | <b>exciting</b>       | <b>expended</b>      | 133:24                | 167:8                 | 107:6 108:4           | <b>financing</b>      | 128:4                |
| 15:14 19:18          | 11:17                 | 133:14               | 149:6                 | <b>families</b> 15:22 | 110:8,15              | 77:12                 | 141:17,20            |
| 21:4,4 25:2          | <b>exclude</b> 59:11  | 135:22               | <b>eyeballs</b> 8:21  | 17:21 20:2            | 137:21                | <b>find</b> 35:20     | 142:4,9,11           |
| 27:13,22             | 59:17 62:3            | <b>expenditure</b>   |                       | <b>family</b> 160:20  | 138:19                | 118:7                 | 142:20,20            |
| 28:3,8 30:6          | 62:4 64:20            | <b>expense</b>       | <b>F</b>              | <b>fantastic</b>      | 139:21                | 133:20                | 142:25               |
| 33:4,10              | 66:2 98:15            | 19:22                | <b>fabric</b> 13:15   | 33:24                 | 140:8                 | 152:2                 | 143:2 144:4          |
| 34:13 153:2          | <b>excluded</b> 60:6  | <b>experience</b>    | <b>face</b> 54:10     | <b>far</b> 172:8      | <b>felt</b> 50:6      | 155:10                | 144:4                |
| 178:12               | 61:2,8,12             | 58:12 98:6           | 234:13                | 182:24                | <b>female</b> 77:21   | 198:19                | 145:20,21            |
| <b>everybody</b>     | 61:25                 | <b>experienced</b>   | <b>facilitate</b>     | 217:2                 | 113:5                 | <b>finding</b> 22:12  | 146:6,7,15           |
| 53:7 80:25           | <b>excluding</b>      | 226:4                | 54:23                 | <b>farther</b> 234:6  | 124:22                | 52:8 138:13           | 147:8                |
| 109:18               | 64:21                 | 235:14,15            | <b>facilities</b>     | <b>fashion</b> 6:13   | 125:8 222:2           | 155:17                | 148:23               |
| 133:24               | <b>executive</b>      | <b>expert</b> 194:12 | 61:19                 | <b>february</b> 40:8  | 222:6,14,15           | <b>findings</b>       | 153:10               |
| 167:25               | 55:4 153:23           | <b>expertise</b>     | 126:16,18             | 40:8                  | <b>festival</b> 5:13  | 210:19                | 158:17               |
| 200:13               | 157:24                | <b>expirition</b>    | 198:8,16,25           | <b>federal</b> 97:24  | 6:2,4 12:21           | <b>fire</b> 172:7     | 172:18               |
| <b>everybodys</b>    | 160:21                | 166:20               | 223:11                | 98:20                 | 22:15 27:7            | 180:11                | 219:20               |
| 139:15               | 161:11,13             | <b>expiration</b>    | 233:11                | 105:20                | 27:16                 | <b>firm</b> 58:6      | 221:6,13             |
| <b>everyday</b>      | 162:23                | 211:6                | 238:6                 | 106:7,18              | <b>festivals</b>      | 126:10                | 222:13               |
| 235:22               | 163:7,13              | <b>expire</b> 209:25 | <b>facility</b> 220:7 | 107:11                | 12:16                 | 130:14,19             | 224:12               |
| <b>evidence</b>      | 197:24                | 211:24               | 233:15                | 157:16                | <b>fiber</b> 196:16   | 130:23,24             | <b>fit</b> 33:20     |
| 240:4                | 219:15                | <b>expired</b> 17:10 | <b>fact</b> 43:16     | 167:18                | 196:25                | <b>firms</b> 82:10    | <b>fits</b> 25:3     |
| <b>evo</b> 128:25    | 221:22,23             | <b>explain</b>       | 44:23 55:7            | 231:8                 | 198:7 206:7           | 124:23                | <b>fitzpatrick</b>   |
| <b>evolve</b> 195:20 | 221:24                | 109:24               | 67:18 85:24           | <b>federally</b>      | <b>fibria</b> 128:9   | 130:7                 | 51:19                |
| <b>exact</b> 85:14   | 232:8                 | 110:5 143:9          | 92:6 101:24           | 60:17 63:22           | 129:8                 | 131:17                | <b>five</b> 2:22     |
| <b>exactly</b> 118:4 | <b>executives</b>     | 143:11               | 110:21                | <b>feed</b> 182:17    | <b>fide</b> 74:17     | <b>first</b> 6:21 7:8 | 49:20 94:18          |
| 160:3,14             | 149:2                 | 205:19               | 123:16                | 182:18,20             | <b>field</b> 67:20    | 14:23,23              | 104:2                |
| 163:16               | <b>exist</b> 15:6     | <b>explained</b>     | 126:20                | 183:5                 | <b>fifth</b> 172:5    | 15:2 82:13            | 173:13,24            |
| 229:17               | 25:25 49:7            | 111:25               | 127:6,16              | <b>feedback</b>       | <b>fifty</b> 173:6    | 82:15 110:9           | 188:13               |
| <b>examine</b>       | 53:7                  | 112:5                | 128:3                 | 158:8 194:9           | <b>fight</b> 206:16   | 114:4                 | 207:19               |
| 233:6                | <b>existence</b> 32:4 | <b>explore</b> 233:7 | 133:17                | 194:18,21             | <b>figure</b> 60:22   | 125:12                | 215:5,14             |
| <b>example</b>       | <b>existing</b> 41:25 | <b>expressed</b>     | 138:25                | 195:2 205:5           | 90:10                 | 136:14                | 221:19               |
| 32:12,23             | 48:25                 | 131:18               | 162:14                | 205:14                | 103:17                | 143:13                | 224:5                |
| 34:3,20              | 209:24                | <b>extend</b> 211:6  | 164:20                | 207:6                 | 105:5                 | 144:23                | <b>fiveyear</b>      |
| 35:25 36:3           | 211:23                | 231:9                | 206:3                 | 208:21                | <b>fill</b> 154:20    | 151:2                 | 39:22 56:23          |
| 45:16 97:17          | <b>expand</b> 40:20   | 232:24               | 234:11                | 209:21,22             | 155:6                 | 191:11                | 216:16               |
| 130:8,22             | 42:2 91:17            | <b>extending</b>     | 237:22                | 211:14                | <b>filled</b> 154:24  | 194:6                 | <b>fixtures</b>      |
| 166:8                | <b>expanded</b>       | 228:16               | <b>factor</b> 5:25    | 212:5                 | <b>final</b> 212:9    | 195:11                | 100:19               |
| 204:13               | 41:16 48:5            | <b>extension</b>     | <b>fair</b> 86:9      | <b>feeds</b> 152:16   | 214:24                | 202:22                | <b>flat</b> 173:25   |
| <b>examples</b>      | 58:8                  | 214:10,18            | 177:15                | 181:9,14              | 215:24                | 205:25                | 177:22               |
| 58:5 150:10          | <b>expanding</b>      | 235:4                | <b>fairly</b> 58:7    | 182:3,12              | <b>finalize</b>       | 222:12,20             | <b>flavor</b> 204:24 |
| <b>exceed</b>        | 47:20                 | <b>extensive</b>     | 214:20                | 183:8,23,24           | 212:11                | 226:19                | <b>fleet</b> 150:12  |
| 112:21               | 125:23                | 223:13               | <b>fairmount</b>      | 184:25                | <b>finalized</b>      | 236:7,21              | <b>flexibility</b>   |
| <b>exceeded</b> 5:7  | <b>expansion</b>      | <b>extent</b> 25:4,5 | 226:15                | 185:19,25             | 210:9                 | <b>fiscal</b> 2:12,15 | 158:16               |
| <b>excel</b> 71:19   | 58:3 235:20           | 162:19               | <b>fairness</b>       | 186:18                | <b>finally</b> 224:19 | 2:17,23,25            | <b>flintstones</b>   |
|                      |                       |                      | 158:23                |                       |                       |                       |                      |

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

Committee of the Whole  
April 14, 2015

Page 11

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 202:22<br><b>flip</b> 53:4<br>178:10<br>186:9<br><b>floor</b> 55:4<br>161:3<br>202:18<br><b>flow</b> 50:20<br>161:14<br><b>flyers</b> 213:20<br><b>fmc</b> 42:3<br><b>focus</b> 136:22<br>191:13<br><b>focused</b> 9:4<br><b>focusing</b><br>149:19<br>225:5 229:2<br><b>folk</b> 230:11<br><b>folks</b> 13:19,19<br>33:6,17<br>35:2 50:3<br>82:20 136:5<br>168:7 180:3<br>192:12<br>194:22<br><b>follow</b> 54:15<br>171:10<br><b>followed</b><br>158:17<br>167:14<br><b>following</b><br>149:17<br><b>followup</b><br>14:18<br><b>foot</b> 48:18<br><b>forbes</b> 8:2,8<br>8:17,21<br>15:8<br><b>force</b> 51:18<br>54:15 140:3<br>140:4<br><b>foregoing</b><br>240:7,19<br><b>foreseeable</b><br>187:16<br><b>formal</b><br>208:15,16<br>209:3,5<br>211:5<br><b>formed</b> 16:19<br>232:12<br><b>former</b> 73:21<br><b>formerly</b> | 44:16<br><b>forming</b><br>226:20<br>227:6<br><b>formulation</b><br>150:17<br><b>forth</b> 137:10<br><b>forward</b> 3:21<br>5:19 10:2<br>10:25 16:23<br>25:14 55:16<br>154:3 156:3<br>201:4<br>208:23<br>223:4 231:3<br>235:5<br><b>forwardloo...</b><br>3:18<br><b>found</b> 102:20<br>105:18,22<br>115:23<br>139:8<br>157:17<br>165:23<br><b>foundation</b><br>44:18<br>229:21<br><b>four</b> 4:24<br>55:11 72:19<br>178:4 188:4<br>209:24<br>221:16,18<br>222:13<br>230:4<br><b>frame</b> 190:25<br><b>framework</b><br>160:9<br>181:17<br><b>franchise</b><br>193:8,9,15<br>195:18<br>196:12<br>199:13,21<br>200:8 203:4<br>203:22<br>205:16,21<br>206:3,16<br>207:24<br>208:9<br>209:24<br>211:23<br>212:12<br>214:24 | <b>frankford</b><br>76:11 101:7<br><b>frankly</b> 159:5<br>194:21<br>200:22<br><b>fred</b> 202:21<br><b>free</b> 52:9<br>213:21,21<br><b>freedom</b> 10:6<br>10:8<br><b>french</b> 131:17<br><b>front</b> 39:8<br>57:10<br><b>fruit</b> 166:16<br><b>frustrated</b><br>105:4<br><b>frustrating</b><br>103:15<br><b>frustration</b><br>105:9<br><b>full</b> 104:17<br><b>fulltime</b> 153:6<br>153:10<br><b>fully</b> 87:19<br>233:7 240:5<br><b>function</b><br>14:21<br>194:25<br>208:10<br><b>functions</b><br>208:4<br><b>fund</b> 21:12,14<br>21:24 22:21<br>22:25 23:7<br>23:10,10<br>25:6 38:13<br>93:13 94:2<br>94:4,13<br>100:5 137:5<br>169:24<br>176:21,22<br>176:23<br>220:25<br>221:3,4,9<br>221:10,11<br>221:18,19<br>221:20<br><b>fundament...</b><br>84:2<br><b>funded</b> 60:17<br>63:22 99:25<br>136:18<br><b>funding</b> 25:5 | 27:11 40:24<br>96:25 99:12<br>102:6,23<br>103:24<br>156:22<br>176:16<br><b>funds</b> 23:16<br>87:12 100:9<br>102:19<br>107:11<br>179:10<br><b>further</b> 124:7<br>202:5<br>231:17<br>238:21<br><b>fusion</b> 184:24<br>186:16<br><b>future</b> 8:15<br>91:13<br>187:16<br>195:20<br>223:25<br>224:25<br><b>fy14</b> 41:7<br><b>fy15</b> 4:21 5:8<br>5:13 154:14<br><b>fy16</b> 4:16<br>176:8<br>189:16<br><hr/> <b>G</b> <hr/> <b>game</b> 45:3<br><b>gap</b> 9:4<br>114:21<br>210:6<br><b>garden</b><br>226:16<br><b>gary</b> 219:14<br><b>gathering</b> 8:5<br><b>gear</b> 82:14<br><b>general</b> 14:10<br>21:12,14,24<br>22:20,25<br>23:7 25:6<br>38:13 93:13<br>94:2,3,13<br>123:6 137:5<br>176:21,22<br>220:25<br>221:9,18<br><b>generally</b><br>47:12 50:5<br>84:11<br>172:20 | <b>generated</b><br>8:20 14:11<br><b>generation</b><br>226:23<br><b>gentlemen</b><br>176:10<br><b>genuine</b><br>192:12<br><b>geographic</b><br>45:7<br><b>geography</b><br>45:10<br><b>germantown</b><br>81:13<br>100:18,21<br>100:25<br><b>getting</b> 19:13<br>35:14 42:18<br>99:17<br>103:11<br>104:5<br>140:21,25<br>182:18<br>226:19<br><b>girard</b> 101:5<br>101:8<br><b>gis</b> 152:21<br><b>give</b> 12:22<br>28:4 33:8<br>36:20 50:13<br>56:16 58:4<br>59:7 65:13<br>76:13 79:11<br>82:13,14<br>96:3,5 97:5<br>99:23 106:9<br>109:24<br>111:2 128:7<br>141:23<br>143:18<br>144:7 158:8<br>168:23<br>184:13<br>192:20<br>216:24<br>227:17<br><b>given</b> 44:22<br>68:10 78:11<br>163:21<br>186:11<br><b>giving</b> 21:3<br>64:22 82:12<br>87:7 203:19 | 225:15<br>238:9<br><b>glad</b> 55:8<br><b>glance</b> 165:12<br><b>global</b> 35:4<br><b>go</b> 11:4 33:15<br>46:6,22<br>50:12 55:11<br>56:13 59:22<br>78:3 79:20<br>80:3 87:5<br>88:2 89:13<br>99:8 104:19<br>104:19,20<br>105:14<br>122:3<br>125:12<br>130:8<br>131:15<br>133:8 138:2<br>138:13<br>155:7<br>165:20<br>168:9 170:9<br>171:2<br>172:12<br>173:10,16<br>176:13<br>181:3<br>184:13<br>186:3,18<br>200:17<br>204:21<br>217:2 218:2<br>232:22<br>235:19<br>236:4,20<br>237:13<br><b>goal</b> 5:8<br>41:19 113:4<br>113:6,19,24<br>114:13,18<br>116:22<br>117:8,19,22<br>117:23,25<br>131:12<br>150:4<br>211:11<br>219:21<br><b>goals</b> 40:11<br>40:17 71:24<br>113:9 114:5<br>114:22 | 115:4,13,15<br>115:19<br>118:14<br>222:24<br>224:3<br><b>goes</b> 85:14<br>95:2,21<br><b>going</b> 5:18<br>12:10 16:12<br>16:14 18:24<br>25:22 27:4<br>34:7,24<br>43:24 44:8<br>45:13 50:3<br>50:13 51:3<br>51:4 54:16<br>57:9 59:2<br>60:7,10,16<br>64:7,13<br>65:21 66:12<br>73:7 74:10<br>74:21 76:12<br>77:13 78:2<br>78:22 79:8<br>84:4 88:23<br>89:6 90:6<br>90:12,20,24<br>91:4,22,25<br>92:9 93:19<br>94:14 96:3<br>96:21<br>100:20<br>104:24<br>109:11,19<br>117:20<br>119:17<br>131:15<br>133:10,12<br>133:17,18<br>134:13,15<br>134:18,19<br>139:8,14<br>140:20<br>141:16<br>143:8 144:7<br>154:17<br>156:2,14<br>159:15<br>165:2 166:3<br>168:22<br>173:17<br>177:13,20<br>177:23 | 184:22<br>186:20<br>187:10,15<br>187:25<br>188:4 190:5<br>197:20<br>200:2,9<br>202:10<br>205:13<br>206:15,25<br>206:25<br>208:11<br>210:4 211:5<br>212:5,7,16<br>214:19,25<br>215:8,13,23<br>216:8 223:4<br>234:9 235:4<br><b>goldman</b><br>41:13<br><b>good</b> 2:2,3<br>4:5,7 17:13<br>20:24,25<br>26:20,21<br>28:9 29:10<br>29:11 37:15<br>37:17,18,22<br>44:3 47:6<br>49:13 56:3<br>56:4 58:2,2<br>58:4 81:18<br>81:23 85:8<br>85:9 111:20<br>132:4<br>138:19<br>140:18<br>148:5,7,16<br>164:23<br>179:5 190:2<br>190:3<br>204:10,23<br>216:8<br>219:12<br>227:3,25<br>228:19<br>231:6<br>235:23<br><b>goode</b> 1:11<br>20:21,22<br>21:2,9,16<br>21:23 22:23<br>23:6,12,23<br>24:13,20 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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

Committee of the Whole  
April 14, 2015

Page 12

|             |                     |                      |                      |                      |                     |                     |                      |
|-------------|---------------------|----------------------|----------------------|----------------------|---------------------|---------------------|----------------------|
| 26:7,10     | 212:15,19           | 227:5                | 92:20 93:14          | 130:21               | 130:13              | 176:12              | <b>heavily</b> 50:8  |
| 55:24,25    | 212:23              | <b>grammy</b> 7:6    | 93:17 94:3           | 232:17               | 134:17,18           | 178:2               | <b>held</b> 24:8     |
| 56:5 57:4   | 213:3,8,13          | <b>grant</b> 221:17  | 94:12,22             | 235:16               | 184:10              | 193:13              | 89:10 90:2           |
| 57:12,16,18 | 214:4               | 221:19               | 95:7,11,16           | <b>guarantee</b>     | 187:15              | 209:16              | 106:24,25            |
| 58:19,25    | <b>goods</b> 68:17  | <b>granted</b>       | 96:7,10              | 148:11               | <b>happened</b>     | <b>headlights</b>   | 107:3 153:2          |
| 59:10,15,20 | 168:13              | 102:19               | 97:6,16              | <b>guess</b> 12:8,18 | 40:19 96:22         | 17:14               | <b>helicopter</b>    |
| 59:24 60:5  | <b>goretex</b> 5:15 | <b>grants</b> 17:8   | 99:21 122:9          | 23:21 36:19          | 129:10              | <b>headlines</b>    | 116:15               |
| 60:12,21,24 | 5:22 8:25           | 17:10 100:8          | 122:22               | 44:23 67:2           | <b>happening</b>    | 50:2                | <b>hell</b> 18:16    |
| 61:6,13,20  | 22:13 23:11         | 100:11               | 124:18               | 99:17                | 33:13               | <b>headquarters</b> | 82:21                |
| 62:14,25    | <b>gotten</b> 44:2  | 108:7 221:4          | 125:5 128:7          | 101:16               | 229:15              | 48:20 218:5         | <b>help</b> 17:9     |
| 63:7,11     | <b>gov</b> 150:18   | 221:10               | 128:13,17            | 205:11               | <b>happens</b>      | <b>heads</b> 15:15  | 22:15 27:11          |
| 64:2,12,18  | 152:19              | <b>grateful</b> 39:3 | 129:7,14,20          | 210:24               | 27:17,24            | 29:24 180:2         | 28:19 47:14          |
| 65:7,13     | <b>government</b>   | <b>graying</b>       | 130:18               | 238:13               | 92:17               | <b>heads up</b>     | 52:22 53:23          |
| 66:17       | 25:3 42:19          | 237:23               | 131:10,13            | <b>guessing</b>      | <b>happy</b> 12:14  | 12:23 238:9         | 53:25 96:13          |
| 113:11,17   | 54:19,22,22         | <b>great</b> 5:6     | 131:23               | 160:12               | 13:3 30:9           | <b>health</b> 9:24  | 116:22               |
| 113:18,23   | 55:2 70:11          | 27:18 35:9           | 132:7,18             | <b>guesstimates</b>  | 39:17 42:8          | 46:10,17            | 153:25               |
| 114:4,9,24  | 83:22,25            | 35:12 58:9           | 134:20               | 19:19                | 58:23 71:11         | 225:20              | 169:9 182:4          |
| 115:6,10    | 97:24 98:20         | 92:7 131:22          | 135:3,8,14           | <b>guide</b> 220:3,6 | 72:7 77:8           | 238:4               | 194:12               |
| 117:10,16   | 105:20              | 169:23               | 136:17               | <b>guideline</b>     | 80:5 126:24         | <b>healthy</b>      | 200:12               |
| 117:18,24   | 106:8               | 170:2 198:5          | 137:6,19             | 121:2                | 154:7 171:9         | 223:10              | 213:6                |
| 118:4,13,17 | 112:16              | 201:7                | 145:5                | <b>guidelines</b>    | 171:12              | <b>hear</b> 13:3    | 235:17,25            |
| 118:20      | 134:2               | 226:10               | 147:10,23            | 107:22               | 172:3 193:4         | 54:17 90:22         | 236:23               |
| 119:7,23    | 135:24              | 231:7                | <b>greenlee</b> 1:11 | 108:9                | 212:17              | 102:14              | <b>helped</b>        |
| 120:9,13,16 | 139:11              | <b>greater</b> 19:12 | <b>greenway</b>      | <b>guides</b> 121:25 | 225:11              | 110:12              | 104:13               |
| 121:3,7,11  | 149:12              | <b>greenberger</b>   | 101:6                | <b>gum</b> 202:19    | <b>hard</b> 20:4    | 137:14              | <b>helpful</b> 14:4  |
| 121:18,21   | 150:5               | 37:17,19,22          | <b>groomed</b>       | <b>guru</b> 233:3    | 111:2               | 140:20,20           | 15:25                |
| 141:9,10,21 | 151:25              | 37:23 39:7           | 126:20               | <b>guys</b> 99:16    | 174:25              | 162:11              | 206:13               |
| 141:25      | 152:23              | 39:13 42:21          | <b>gross</b> 120:5   | 172:5 230:2          | 198:20              | 194:22              | <b>helping</b> 15:25 |
| 142:8,16    | 153:17              | 43:3,22              | 121:16               | 230:6                | <b>harder</b> 72:23 | 195:2               | 40:12 41:25          |
| 143:6,10,22 | 157:16,17           | 45:5 48:23           | <b>ground</b> 52:18  | 238:13,18            | 196:4               | 205:12              | <b>helps</b> 205:19  |
| 144:2,14,19 | 157:18              | 49:5,12              | 103:21,22            | <b>H</b>             | <b>hardware</b>     | <b>heard</b> 51:20  | 224:22               |
| 145:2,10,16 | 158:5,12            | 51:2,8 52:4          | 104:3 134:5          | <b>hadnt</b> 98:3    | 149:18              | 51:22 52:11         | <b>henon</b> 1:12    |
| 145:23,25   | 161:4 164:8         | 53:13 55:19          | 134:9                | <b>half</b> 7:10     | <b>hardworking</b>  | 52:23 62:14         | 51:19 53:15          |
| 146:8,16,22 | 167:18              | 56:4,12              | 229:20               | 85:17 115:8          | 84:21               | 108:18,25           | 54:14                |
| 147:2,7,12  | 191:6 197:3         | 57:8,14,17           | <b>grounded</b>      | 168:2                | <b>hasnt</b> 89:18  | 109:6 122:7         | 215:10               |
| 147:16      | 203:24              | 57:25 58:23          | 52:24                | 222:12               | 110:2               | 122:20              | <b>henons</b> 140:3  |
| 189:23,24   | 225:15              | 59:7,13,18           | <b>group</b> 192:11  | 10:16 204:7          | 129:10              | 170:17              | <b>herculean</b>     |
| 190:4,16,20 | 231:8               | 59:22 60:3           | 232:12               | 238:25               | <b>havent</b> 96:22 | 195:24              | 44:19                |
| 190:25      | <b>governor</b>     | 60:9 73:7            | <b>groups</b>        | <b>halted</b> 107:21 | 102:20              | 200:14              | <b>hes</b> 75:6      |
| 191:4,25    | 86:8 87:25          | 73:14,20,24          | 103:12               | <b>hand</b> 76:17    | 105:25              | 205:4,5,7           | 79:15                |
| 192:5,8,15  | 90:15 92:16         | 74:4,10,15           | <b>grow</b> 40:12    | <b>handed</b> 110:4  | 110:4 139:3         | 217:20,21           | 128:21               |
| 192:21      | <b>governors</b>    | 75:2,6,12            | 42:2 237:15          | <b>handle</b>        | 139:20              | 217:23              | <b>hesitation</b>    |
| 193:6,18,23 | 85:12 87:2          | 75:19,25             | <b>growing</b> 47:2  | 213:22               | 140:5               | 234:20              | 91:20                |
| 195:3       | 87:14,24            | 76:7,12,16           | 131:2                | <b>handout</b>       | <b>haverford</b>    | <b>hearing</b> 2:4  | <b>hey</b> 216:24    |
| 196:15      | 88:4 89:2           | 76:23 77:8           | <b>grown</b> 126:21  | 110:3                | 82:23               | 3:13 43:13          | <b>hi</b> 236:5      |
| 197:8       | 165:23              | 77:13,18,22          | 126:22               | <b>hands</b> 31:16   | 104:15              | 43:14               | <b>high</b> 44:10    |
| 207:11,12   | <b>graduate</b>     | 78:8,15              | <b>grownup</b>       | <b>happen</b> 27:13  | <b>hayling</b>      | 104:10              | 69:22                |
| 207:21      | 136:18              | 80:5,16              | 238:12               | 27:22 89:6           | 156:15,19           | 140:22              | 111:12               |
| 208:5,13    | <b>graduated</b>    | 81:3,20              | <b>growth</b> 9:23   | 90:24 91:20          | 156:19              | 207:5               | 203:17               |
| 209:2,11    | 225:7               | 83:13 84:7           | 39:20 43:16          | 96:22                | <b>head</b> 73:15   | <b>hearings</b>     | <b>highdef</b> 203:8 |
| 210:8,13,14 | <b>graduates</b>    | 84:23 85:9           | 49:19 56:8           | 104:22               | 76:8 172:19         | 54:12 72:23         | 207:7                |
| 210:24      | 153:5               | 85:16 86:14          | 56:21                |                      | 173:3               | 209:14              | <b>higher</b> 47:23  |
| 211:8,17,25 | <b>graduating</b>   | 86:20 91:18          | 129:10,16            |                      |                     | 219:4               | 50:23 60:6           |

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

Committee of the Whole  
April 14, 2015

Page 13

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 61:7 146:23<br>147:3<br>230:23<br><b>highest</b><br>233:17<br><b>highlight</b><br>14:25 28:2<br>40:18<br><b>highlighted</b><br>100:18<br>128:2 129:5<br><b>highlighting</b><br>14:24<br><b>highlights</b><br>11:21 42:7<br><b>highly</b> 8:10<br>8:14 67:17<br>228:5<br><b>highspeed</b><br>206:10<br><b>highway</b><br>159:10<br><b>hill</b> 41:23<br><b>hire</b> 26:5<br>31:14 134:3<br><b>hired</b> 124:17<br>153:10<br>166:10,10<br>194:11<br>222:14<br><b>hispanic</b><br>127:8,14,21<br>143:14<br>145:11<br>146:4<br><b>history</b> 7:9<br>10:11 69:5<br>112:9<br>151:16<br><b>hit</b> 134:5<br><b>hoagie</b> 33:16<br><b>hobbies</b><br>204:19<br><b>hok</b> 41:24<br><b>hold</b> 113:16<br>172:19<br>215:12<br><b>holding</b><br>110:18<br>215:14<br>217:5<br><b>holiday</b> 7:2<br>7:13 | <b>home</b> 29:23<br>43:6 219:25<br><b>homeland</b><br>17:25 18:8<br><b>hope</b> 127:13<br>210:6<br><b>hopefully</b><br>43:6 73:2<br>152:4<br><b>hoping</b> 127:8<br><b>hospital</b><br>129:3<br><b>hospitality</b><br>9:14,17,19<br>20:8 227:20<br>227:23<br><b>host</b> 7:16<br>173:15<br><b>hosted</b> 11:5<br><b>hosting</b> 19:5<br>19:8 24:11<br><b>hotel</b> 9:10<br>14:12 15:5<br>15:12 20:12<br>29:25 47:25<br><b>hotels</b> 20:7<br>40:22<br>227:21,22<br><b>hour</b> 166:2<br><b>hourly</b> 166:6<br><b>hours</b> 155:22<br><b>household</b><br>55:12<br><b>households</b><br>226:20<br>227:6<br><b>housing</b><br>44:24 45:11<br>48:19 93:9<br>226:11<br><b>hr</b> 150:24<br><b>hub</b> 228:13<br><b>hud</b> 108:11<br><b>huds</b> 107:16<br><b>huge</b> 46:23<br><b>hughes</b> 4:13<br><b>hundred</b> 20:7<br>94:19 173:6<br>173:8,13,24<br>178:5<br>188:13<br><b>hundreds</b><br>52:12 | <b>hunt</b> 51:19<br><b>hunting</b><br>131:6,21<br>233:9<br><b>hvac</b> 126:2<br><b>hybrid</b> 48:15<br><br><b>I</b><br><b>id</b> 3:20 40:17<br>79:16 82:9<br>110:10<br>126:15<br>132:8<br>133:15<br>134:21<br>137:13<br>141:25<br>222:16<br>233:19<br><b>idea</b> 19:17<br>53:6 89:17<br>89:18 99:23<br><b>ideas</b> 89:25<br>236:24<br><b>identified</b><br>27:6 165:11<br>196:7<br><b>identify</b> 88:19<br>89:4<br><b>ignored</b><br>228:25<br><b>ill</b> 14:22<br>24:20 25:11<br>25:15 30:7<br>42:8 46:15<br>49:16 58:4<br>59:22 60:3<br>74:5 77:18<br>77:22 78:2<br>79:25 97:17<br>105:6 123:9<br>125:13<br>126:11<br>131:14,24<br>135:17<br>137:21<br>148:8<br>154:19<br>164:24<br>165:3,3<br><b>im</b> 4:10,13,14<br>12:14 13:3<br>21:11,13,21<br>23:5,14,19 | 23:20,21,25<br>24:8,23,23<br>25:17 27:8<br>30:9,10,11<br>34:10 35:16<br>35:20 37:23<br>37:23 39:7<br>39:17 44:9<br>54:13,15<br>55:8 57:8<br>60:22 61:21<br>61:21 64:3<br>64:10 65:4<br>69:3,5,23<br>70:3 71:8<br>73:7 74:11<br>75:11 76:12<br>77:13 78:2<br>79:8 80:23<br>81:22 82:23<br>86:14 89:17<br>91:3 92:8<br>93:19 94:10<br>94:14 99:3<br>99:17<br>101:21,22<br>101:25<br>103:16,22<br>104:7,11<br>105:3,3,5<br>109:9,19<br>115:5<br>119:17<br>122:9,12<br>127:8,9,17<br>128:19<br>131:14<br>133:10,11<br>133:25<br>138:13<br>142:6 143:5<br>143:6,8,19<br>143:20<br>144:7,19<br>145:2,12,24<br>146:25<br>147:16<br>149:6 154:7<br>154:17<br>156:2,14<br>160:12,13<br>160:17<br>161:19,20 | 163:24<br>165:2 166:3<br>167:8<br>168:19<br>169:6 171:8<br>171:10<br>172:3<br>177:13,20<br>177:23<br>181:11<br>183:15<br>184:8,9<br>185:9<br>186:13<br>187:24,25<br>188:2,6<br>189:5<br>191:12<br>192:3,24<br>193:4,5<br>195:6<br>198:14<br>199:25<br>200:23<br>202:10,14<br>208:2<br>211:17,25<br>212:2,17,21<br>212:22<br>213:5,10<br>215:22<br>216:11<br>218:10<br>219:14<br>229:12<br>236:3<br><b>imagine</b><br>132:17<br><b>immigrant</b><br>47:10<br><b>impact</b> 20:6,9<br>22:20 25:7<br>125:19<br>150:8<br><b>impacts</b><br>29:25 30:3<br><b>implement</b><br>236:24<br><b>implementa...</b><br>100:9<br><b>implied</b><br>163:19<br><b>importance</b> | 126:19<br><b>important</b><br>12:14 13:6<br>45:6,23<br>54:25 79:5<br>81:14 83:2<br>90:18,23<br>92:10 99:5<br>108:25<br>132:24<br>172:11<br>205:6,9<br>207:6<br>222:17<br>235:7<br><b>importantly</b><br>153:24<br><b>impressions</b><br>8:20 31:5<br><b>impressive</b><br>14:2<br><b>improperly</b><br>165:25<br><b>improve</b><br>149:23<br>191:20<br><b>improvement</b><br>40:2 41:4<br>97:18,22<br>100:13<br>108:15<br>188:11<br><b>improveme...</b><br>130:12<br>196:4<br>236:25<br><b>inability</b><br>155:10<br><b>inaugural</b> 8:2<br><b>inception</b><br>6:15<br><b>include</b> 7:25<br>10:18 18:12<br>66:5 93:19<br>100:24<br>101:4<br>127:20<br>150:10<br>176:16<br>220:14<br><b>included</b> 24:4<br>61:17,19<br>124:24 | 189:16<br>220:21<br><b>includes</b> 61:5<br>95:2<br><b>including</b><br>10:12 103:9<br>176:20<br><b>inclusion</b><br>112:11<br>115:22<br><b>inclusive</b> 2:13<br><b>income</b> 9:4,16<br>19:22<br><b>incorporated</b><br>80:17 81:4<br>81:6<br><b>incorporati...</b><br>2:24<br><b>increase</b> 4:18<br>4:19 5:17<br>9:15 15:14<br>117:7<br>167:23<br>168:3<br>172:16<br>173:4<br>178:25<br>204:22<br>205:10<br>221:6,15<br><b>increased</b><br>9:11 64:14<br>64:20 70:18<br>155:13<br>165:16<br><b>increases</b><br>221:8<br><b>increasing</b><br>169:11<br><b>independence</b><br>10:16<br><b>indian</b> 126:8<br>126:8<br><b>indicated</b><br>83:21 163:5<br><b>indicator</b><br>46:16<br><b>indices</b> 44:6,9<br><b>individual</b><br>155:4 180:3<br>229:3<br><b>individuals</b><br>69:15 | <b>indulge</b><br>170:14<br><b>indulging</b><br>129:8<br><b>industrial</b><br>74:8,9,17<br>131:22<br>231:25<br>232:14,19<br>232:21<br>233:3,20<br>234:8,15,17<br>234:23<br><b>industry</b> 8:24<br>9:18,20,23<br>166:10<br><b>industrys</b><br>9:14<br><b>inet</b> 205:24<br>205:25<br><b>inflation</b><br>98:14<br><b>influence</b><br>25:20<br><b>influenced</b><br>34:20<br><b>influencing</b><br>5:25<br><b>inform</b><br>209:20,23<br>212:5<br><b>informal</b> 56:6<br><b>information</b><br>11:2,20<br>25:14 57:10<br>72:5 76:2<br>79:24 81:11<br>113:12<br>117:11,17<br>119:9<br>123:10<br>132:22<br>138:22<br>139:5<br>141:24<br>142:19<br>151:5<br>159:22<br>161:14<br>162:23<br>163:2,4,6<br>163:13<br>164:5,17 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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

Committee of the Whole  
April 14, 2015

Page 14

|                        |                        |                        |                       |                      |             |                       |                     |
|------------------------|------------------------|------------------------|-----------------------|----------------------|-------------|-----------------------|---------------------|
| 204:23                 | <b>institutional</b>   | 125:4,10               | <b>isnt</b> 62:12     | <b>job</b> 9:15      | 125:7 126:3 | 238:17,20             | 227:24              |
| 215:18                 | 222:22                 | <b>internet</b>        | 92:17 95:8            | 47:16,20             | 127:7,10,13 | <b>jones</b> 96:4     | 228:8,10,25         |
| <b>informed</b>        | <b>institutiona...</b> | 157:21                 | 175:10                | 50:7,14,20           | 128:6,11,15 | <b>jr</b> 1:11,12     | 229:14,21           |
| 97:24                  | 222:25                 | 159:13                 | 218:8                 | 52:9 53:21           | 129:6,12,18 | <b>judge</b> 68:22    | 230:15              |
| 210:23                 | 228:23                 | 162:18                 | 229:15                | 53:22 54:23          | 130:16      | <b>july</b> 10:4,7,17 | 234:7,16            |
| 224:24                 | <b>institutions</b>    | 198:10,18              | <b>israeli</b> 131:16 | 56:8 57:19           | 131:4,11,21 | 10:23 16:13           | 235:7 237:5         |
| <b>infrastruct...</b>  | 11:6                   | 199:3                  | <b>issue</b> 19:6,7   | 57:22 58:8           | 132:3,12,20 | 16:14 40:3            | <b>kinds</b> 111:7  |
| 149:11                 | <b>instore</b> 41:5    | <b>interpretati...</b> | 49:24 65:15           | 58:8 82:21           | 133:5       | <b>jump</b> 202:10    | 116:18              |
| 152:6 162:2            | 100:15                 | 185:21                 | 87:23                 | 154:2                | 170:21,22   | <b>june</b> 10:4      | 126:2 238:2         |
| 196:9 220:6            | 108:6                  | <b>interrupt</b>       | 103:18,24             | <b>jobs</b> 25:24,25 | 171:11,15   | 223:17                | <b>king</b> 20:13   |
| 223:12                 | <b>instrumental</b>    | 30:8                   | 133:9,10              | 26:3 38:21           | 171:16,21   | 225:8                 | <b>kiva</b> 41:10   |
| 230:14                 | 7:15 8:16              | <b>introduce</b>       | 140:14                | 39:18,20             | 171:25      | <b>jurisdiction</b>   | <b>knew</b> 48:13   |
| <b>infuse</b> 153:19   | <b>intended</b>        | 28:7                   | 158:7 159:4           | 40:7,11,21           | 172:24      | 44:24                 | 75:21 208:7         |
| <b>infused</b> 235:7   | 222:21                 | <b>introduced</b>      | 218:9,9               | 45:9 46:11           | 173:22      |                       | <b>know</b> 13:7,18 |
| <b>initial</b> 150:23  | <b>intensify</b>       | 69:8 85:20             | 236:8                 | 46:12 47:21          | 174:3,23    | <b>K</b>              | 16:17 19:18         |
| 154:23                 | 190:8                  | <b>introduces</b>      | <b>issued</b> 150:2   | 48:9 49:20           | 175:5,10,15 | <b>k</b> 1:11 44:16   | 20:5 26:9           |
| 208:18                 | <b>intensive</b> 7:18  | 8:9                    | <b>issues</b> 52:10   | 50:24 53:7           | 175:22      | 101:7                 | 27:21 28:17         |
| 209:7                  | <b>intention</b>       | <b>introduction</b>    | 83:21 97:10           | 54:2,20,21           | 176:5,13,19 | <b>karen</b> 99:21    | 30:11,12            |
| 217:22                 | 89:21                  | 68:9                   | 155:13                | 56:19,21,24          | 176:24      | 101:12                | 32:3 36:16          |
| <b>initially</b> 116:3 | <b>intents</b> 83:25   | <b>introductions</b>   | 196:23                | 226:8,19,22          | 177:3,7,13  | <b>keep</b> 89:16     | 39:13 42:20         |
| 163:19                 | <b>interacting</b>     | 28:10                  | 223:12                | 230:25               | 177:17,23   | 148:8                 | 43:12,20            |
| <b>initiative</b> 9:7  | 50:18                  | <b>inventory</b>       | 234:13                | 234:25               | 178:6,16,21 | 153:16                | 44:18 45:16         |
| 16:20 82:7             | <b>interaction</b>     | 150:13                 | <b>item</b> 66:6,13   | 235:2,5,6            | 179:3,8,12  | 155:5,19,24           | 46:7,20             |
| 109:16                 | 51:13                  | 181:21                 | 172:23                | <b>joe</b> 10:5      | 179:16,21   | 164:6 176:2           | 48:3 49:25          |
| 203:14                 | <b>interest</b> 47:4   | <b>invested</b>        | 177:4                 | <b>johnson</b> 18:7  | 180:7,14,18 | <b>kensington</b>     | 50:14 51:15         |
| <b>initiatives</b>     | 48:6 131:19            | 40:23 100:5            | <b>items</b> 97:4     | <b>joined</b> 4:10   | 181:8,12,18 | 140:9                 | 53:12 54:13         |
| 23:13 26:2             | 192:13                 | <b>investing</b>       | <b>ive</b> 38:19 79:4 | 10:6 207:25          | 181:23,25   | <b>kept</b> 115:20    | 63:7,11             |
| 127:20                 | 195:17                 | 25:20                  | 83:21 84:18           | <b>joining</b> 8:6   | 182:4,13,21 | 201:10                | 64:4 67:10          |
| 222:17                 | 213:6                  | <b>investment</b>      | 122:19                | 148:24               | 183:3,10,18 | <b>key</b> 12:11      | 69:4 71:8           |
| <b>innovation</b>      | <b>interested</b>      | 8:14 91:15             | 139:15                | 200:15               | 183:25      | 149:17                | 73:14,20            |
| 148:18,20              | 24:24 88:11            | 110:20                 | 157:17                | <b>joins</b> 10:8    | 186:5,15    | 158:25                | 74:4,18             |
| 153:3,5,19             | 91:6 137:2             | <b>investments</b>     | 165:11                | <b>joking</b> 161:20 | 187:18,22   | 168:9                 | 75:14 76:7          |
| 190:6,11,12            | 147:15                 | 124:19                 | 167:24                | <b>jones</b> 1:12    | 188:8,19    | <b>keyspot</b> 153:2  | 76:21,22,25         |
| 190:22                 | 182:17                 | 220:7                  | 186:15                | 17:2,3               | 189:5,19    | <b>kickoff</b> 209:9  | 78:18 79:9          |
| 191:10,19              | 195:7                  | <b>investors</b>       |                       | 18:11,15             | 196:21      | <b>kid</b> 50:4       | 79:14 80:25         |
| 192:10                 | <b>interesting</b>     | 90:19                  | <b>J</b>              | 19:16 20:11          | 202:8,13    | 132:14                | 81:21,24,25         |
| 193:11                 | 70:14                  | <b>invests</b> 11:3    | <b>j</b> 1:14         | 20:16 54:9           | 203:18      | <b>kids</b> 53:19     | 82:22 84:16         |
| <b>innovative</b>      | 142:17                 | <b>invite</b> 11:11    | <b>jail</b> 151:11    | 72:14,15             | 204:12      | <b>kill</b> 135:19    | 88:13 90:19         |
| 228:10                 | 152:3                  | <b>invoked</b>         | <b>jam</b> 10:23      | 73:10,18,23          | 205:18      | 181:20                | 93:3,16             |
| <b>input</b> 12:18     | <b>interests</b>       | 211:5                  | <b>jannie</b> 1:10    | 74:3,7,13            | 206:14,24   | <b>kilter</b> 115:21  | 94:8 102:14         |
| 217:5 230:8            | 204:18                 | <b>involve</b> 8:10    | <b>january</b> 3:8    | 74:19 75:3           | 207:10      | <b>kind</b> 14:3      | 103:23              |
| 238:2,6                | <b>intergovern...</b>  | <b>involved</b>        | 6:22 8:23             | 75:10,14             | 213:15      | 44:21 45:2            | 105:2               |
| <b>inside</b> 108:7    | 3:3,5                  | 45:17 46:14            | <b>jastrzab</b>       | 76:4,9,14            | 215:17      | 50:6 54:2             | 109:19,20           |
| <b>insights</b> 86:10  | <b>intermediary</b>    | 53:2 103:12            | 219:12,14             | 76:19,24             | 216:2,5     | 79:24 80:3            | 109:25              |
| <b>inspections</b>     | 138:4                  | 129:21                 | 225:24                | 77:9,15,20           | 218:15,19   | 84:25                 | 114:16              |
| 150:21                 | <b>internal</b> 6:7    | 130:5                  | 227:19,22             | 77:24 78:10          | 218:22      | 136:19                | 116:7               |
| <b>inspiration</b>     | 150:9                  | 193:25                 | 234:11                | 78:17 80:6           | 219:2,9,13  | 141:3 158:8           | 126:17              |
| 171:14                 | <b>internally</b>      | 194:2 209:3            | 236:3 237:5           | 81:9,22              | 225:13      | 160:22                | 129:22              |
| <b>installing</b>      | 191:13                 | <b>involves</b> 45:8   | 238:15                | 104:13               | 227:17      | 161:20                | 132:4,22            |
| 182:25                 | <b>international</b>   | 45:9 103:6             | <b>jazz</b> 27:7      | 112:3                | 229:24      | 162:25                | 135:25              |
| <b>institute</b>       | 6:2 7:6,18             | 223:13                 | <b>jeh</b> 18:7       | 117:15               | 233:8       | 163:4                 | 138:14              |
| 220:18                 | 17:7 41:24             | <b>involving</b>       | <b>jenkintown</b>     | 122:2 124:8          | 235:10      | 166:15                | 139:9 140:8         |
| 224:20                 | 124:17,19              | 153:3,4                | 58:6                  | 124:20               | 237:20      | 171:3                 | 140:10              |
|                        |                        |                        | <b>jersey</b> 20:12   |                      |             | 226:16                |                     |

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

Committee of the Whole  
April 14, 2015

Page 15

|                      |                       |                       |                       |                      |                       |                      |                      |
|----------------------|-----------------------|-----------------------|-----------------------|----------------------|-----------------------|----------------------|----------------------|
| 142:18               | 41:6,12               | <b>length</b> 216:13  | <b>list</b> 36:20,25  | 106:12               | 231:12,20             | 103:10               | <b>makeup</b>        |
| 154:18               | <b>law</b> 105:21     | <b>leone</b> 131:17   | 46:6 109:10           | 191:22               | 233:20                | 108:18               | 84:11                |
| 157:9 160:2          | 119:10                | <b>level</b> 41:20    | 128:19                | 204:20,25            | 234:21                | 109:2 121:8          | <b>making</b> 5:2    |
| 165:20               | 120:21,21             | 50:22 67:20           | 131:15                | <b>locally</b> 31:14 | 236:9                 | 133:13,20            | 25:21 27:20          |
| 170:5                | 121:4                 | 69:22 80:14           | 135:17                | <b>located</b>       | <b>looked</b> 65:20   | 157:14               | 28:10 47:4           |
| 171:14,16            | 212:11                | 84:15                 | 172:12                | 128:12               | 102:18                | 167:3 182:7          | 55:20 61:21          |
| 171:20               | <b>laws</b> 38:24     | 120:25                | 211:15                | 130:17               | 110:3                 | 199:17               | 61:22                |
| 172:17               | 105:17                | 172:4                 | 212:4                 | <b>locations</b>     | 118:25                | 200:14               | 127:19               |
| 174:17               | <b>laypersons</b>     | 221:15                | 215:24                | 153:2                | 120:21                | 204:15               | 140:11               |
| 177:25               | 180:20                | <b>levels</b> 103:6,7 | <b>listed</b> 140:4   | 215:19,25            | 139:15                | 218:7                | 157:3                |
| 185:17               | <b>lead</b> 9:23      | 163:16                | <b>listen</b> 171:20  | <b>lock</b> 151:13   | 171:12                | 226:13,21            | 195:17               |
| 187:8,25             | 149:16                | <b>leveraging</b>     | <b>listing</b> 122:23 | <b>logic</b> 173:6   | 228:22                | 226:24               | 196:11               |
| 190:8                | 193:21                | 153:18                | 123:2                 | <b>logical</b> 137:3 | <b>looking</b> 9:17   | 229:5                | 200:10               |
| 202:13               | <b>leader</b> 8:24    | <b>lewis</b> 2:8,10   | <b>lists</b> 137:24   | <b>long</b> 17:5     | 25:18 52:15           | 236:24               | 229:8                |
| 203:5 210:9          | <b>leading</b> 67:3   | <b>lgbt</b> 10:10,15  | <b>literally</b>      | 27:5 92:4            | 57:5 60:19            | <b>lotus</b> 166:24  | 236:21               |
| 214:20               | <b>league</b> 51:5    | <b>license</b>        | 80:25                 | 102:13               | 65:2,4                | <b>love</b> 33:18    | <b>male</b> 126:6    |
| 216:12               | 91:9                  | 150:20                | 161:13                | 104:2 114:2          | 75:13,17,20           | 132:15               | 221:25               |
| 217:4,7              | <b>leap</b> 98:8      | <b>licensing</b>      | <b>little</b> 29:13   | 128:19               | 82:11 94:9            | 133:3,6              | 222:5                |
| <b>knowledge</b>     | <b>learn</b> 11:5     | 116:17                | 39:14 50:7            | 207:15               | 94:11 119:6           | 134:21               | <b>males</b> 222:15  |
| 86:15 91:4           | 33:15 195:8           | <b>life</b> 6:24 53:9 | 56:10 80:20           | 228:18               | 120:20                | <b>loves</b> 132:13  | <b>mall</b> 100:25   |
| <b>known</b> 21:3    | <b>learned</b>        | 130:24                | 94:13 95:21           | <b>longer</b> 48:14  | 130:7 136:2           | <b>low</b> 9:15 40:5 | <b>malls</b> 234:10  |
| 228:13               | 195:11                | 191:21                | 98:6 108:20           | 154:6                | 142:7                 | 74:16                | <b>manage</b> 23:3   |
| <b>knows</b> 81:17   | <b>lease</b> 181:5    | 235:23                | 136:9                 | 232:21               | 143:19                | <b>lower</b> 88:4    | 23:7,9,15            |
| <b>kudos</b> 171:17  | <b>leased</b> 181:5   | <b>light</b> 17:11,12 | 138:25                | <b>longterm</b>      | 145:9 161:4           | 234:2                | 24:10,25             |
| 171:17               | 196:19                | 100:19                | 154:6 165:9           | 27:12                | 163:2 184:9           | <b>lowest</b> 70:10  | 102:3 159:7          |
|                      | 198:21                | 101:23                | 170:15                | 214:16               | 186:23                | <b>lowhanging</b>    | <b>managed</b>       |
| <b>L</b>             | <b>leave</b> 36:15    | 133:17                | 171:5                 | 218:12               | 216:14,23             | 166:16               | 23:4,8               |
| l 1:10 240:14        | 39:11                 | 183:4 197:2           | 231:16,17             | <b>look</b> 10:25    | 217:15                | <b>lowincome</b>     | <b>management</b>    |
| <b>la</b> 104:12     | 148:14                | 231:10                | 232:5                 | 16:23 25:8           | 226:23                | 40:13                | 6:5 41:2             |
| <b>lab</b> 153:3     | <b>leaves</b> 95:20   | <b>lighting</b> 7:2   | 235:18                | 47:5 53:20           | 228:21                | <b>luring</b> 16:10  | 102:7                |
| <b>labor</b> 4:20    | <b>leaving</b>        | 7:14 100:20           | <b>live</b> 7:8 43:24 | 54:9 55:15           | 235:23                |                      | 111:18               |
| 108:11               | 179:25                | 101:6                 | 79:15                 | 55:20 59:23          | 237:9                 | <b>M</b>             | 134:4                |
| 166:9                | <b>led</b> 68:4       | 104:19                | 186:18,23             | 63:16 71:16          | <b>looks</b> 10:2     | <b>m</b> 1:7 5:9,16  | 148:24               |
| <b>lack</b> 43:19    | 100:19                | <b>likelihood</b>     | 188:10                | 82:12 94:6           | 119:12                | 238:24               | 150:13               |
| <b>lady</b> 125:12   | <b>left</b> 39:6      | 187:10                | 204:17                | 104:11,16            | 144:10                | 239:4                | 151:12,19            |
| <b>land</b> 212:8    | 42:25 43:4            | <b>limitations</b>    | 226:21,23             | 104:24               | 154:12                | <b>magazine</b>      | <b>managers</b>      |
| 220:11               | 114:19,24             | 97:13                 | 235:6                 | 108:15               | 193:20                | 8:18                 | 80:17                |
| 223:9 224:4          | 115:6                 | 159:21                | <b>liveview</b>       | 113:9                | 202:21                | <b>mailing</b> 139:7 | <b>managing</b>      |
| <b>landmark</b>      | 201:17                | <b>limited</b> 67:19  | 186:10                | 115:18               | <b>losing</b> 54:21   | <b>main</b> 24:9     | 23:20 28:22          |
| 10:10                | <b>legally</b> 118:17 | 191:5                 | <b>livework</b>       | 117:3 118:6          | 226:7                 | 108:22               | 66:7 133:22          |
| <b>laptops</b> 152:7 | <b>legislation</b>    | <b>line</b> 66:6,13   | 228:8                 | 119:3,22             | <b>loss</b> 226:5     | <b>maintaining</b>   | <b>mandarin</b>      |
| 173:2                | 68:4,9 69:7           | 97:4 172:23           | <b>loan</b> 41:10     | 120:4 121:4          | <b>losses</b> 235:15  | 41:19 183:2          | 222:11               |
| <b>large</b> 18:2    | 114:12                | 174:10,14             | 80:16                 | 121:20               | <b>lost</b> 229:12    | 208:9                | <b>manner</b>        |
| 58:7 148:21          | <b>legislative</b>    | 174:21,24             | <b>loaned</b> 41:11   | 133:21               | 230:18                | <b>maintains</b>     | 162:4                |
| 196:3                | 55:3 157:23           | 174:25                | <b>loans</b> 80:18    | 134:3                | <b>lot</b> 13:13 22:5 | 4:23                 | 196:11               |
| <b>larger</b> 83:19  | 160:21                | 175:3 177:4           | 80:21 81:4            | 135:11,20            | 22:6,10,10            | <b>major</b> 5:25    | <b>mansion</b>       |
| 90:11,16             | 163:6                 | <b>lines</b> 152:11   | <b>lobbyist</b>       | 141:22               | 22:11,16              | 13:10 35:7           | 12:21                |
| <b>largest</b> 8:4   | 214:12                | 171:4                 | 150:15                | 142:13               | 40:10 45:24           | 35:7,8               | <b>manufactur...</b> |
| 39:21 56:22          | <b>legislatively</b>  | 173:24                | <b>local</b> 6:25     | 151:7 154:3          | 46:21 47:24           | 226:6 237:6          | 52:5,23              |
| 237:24               | 232:16                | 175:20                | 26:6 27:19            | 162:5                | 48:8 52:7             | <b>majority</b>      | 140:23               |
| <b>lastly</b> 137:10 | <b>lehigh</b> 100:21  | 181:4 235:4           | 31:11,18              | 187:14               | 53:5,11               | 71:20 85:22          | <b>manufactur...</b> |
| <b>latest</b> 40:6   | <b>lend</b> 116:19    | <b>lineup</b> 7:4     | 32:23 33:7            | 214:25               | 91:20 97:19           | <b>maker</b> 190:18  | 40:22 48:2           |
| <b>latino</b> 127:17 | 123:20                | 10:22                 | 33:7 34:2             | 230:9                | 101:9                 | 192:2,4,6,9          | 51:14,16,17          |
| <b>launch</b> 10:16  |                       |                       |                       |                      |                       | 228:7                |                      |

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

Committee of the Whole  
April 14, 2015

Page 16

|                      |                     |                      |                      |                      |                     |                      |                        |
|----------------------|---------------------|----------------------|----------------------|----------------------|---------------------|----------------------|------------------------|
| 51:22 52:3           | <b>maximize</b>     | 176:3                | 219:13               | 61:25 62:10          | <b>minutes</b>      | 29:10,11             | <b>musicians</b>       |
| 54:5 125:24          | 154:23              | 185:13               | <b>memory</b> 73:8   | 62:22 66:10          | 148:8,13            | 37:16,17,18          | 32:24 34:8             |
| 140:4 226:7          | <b>mayor</b> 3:2,8  | 196:15               | <b>men</b> 62:7,17   | 66:11,12             | 154:7               | 37:22 56:3           | 34:16                  |
| 228:6                | 37:24 67:13         | 212:2                | 119:20               | 93:21 94:7           | 196:21              | 56:4 85:8,9          |                        |
| 229:13               | 67:14 88:12         | 240:21               | 120:3,18             | 94:14,15,24          | <b>missed</b>       | <b>morris</b> 101:2  | <b>N</b>               |
| <b>maplewood</b>     | 167:22              | <b>meant</b> 192:21  | 121:15               | 95:2,20              | 139:13              | <b>motivate</b> 8:12 | <b>naacp</b> 16:12     |
| 100:24               | 192:20,23           | <b>measure</b>       | 153:9                | 116:4,5,7            | <b>model</b> 201:10 | <b>move</b> 14:21    | <b>name</b> 42:4       |
| <b>maps</b> 220:8    | 193:20,24           | 109:4,13,14          | <b>mention</b>       | 119:15,19            | 201:22              | 50:24 57:13          | 124:22,25              |
| <b>marathon</b>      | 194:14              | 110:13               | 131:14,25            | 120:2,5,6            | <b>modernize</b>    | 102:21               | 126:11                 |
| 5:15,22              | 197:19              | 117:5                | 132:8                | 120:17               | 149:11              | 142:22               | 151:20                 |
| 8:25 9:2,3,8         | 212:13              | 124:14               | <b>mentioned</b>     | 121:13               | 151:24              | 174:7 231:3          | 153:13                 |
| 9:9 22:14            | 214:22,23           | 125:18               | 30:4 33:4            | 127:2                | <b>moment</b>       | <b>movement</b>      | 199:19                 |
| 23:11 26:12          | <b>mayors</b> 5:3   | <b>measured</b>      | 87:10                | 136:13               | 36:17 59:8          | 10:12,16             | <b>named</b> 8:24      |
| <b>march</b> 209:8   | 6:25 7:13           | 110:11               | 105:16               | 137:5                | 131:17              | <b>movie</b> 33:16   | 128:9                  |
| <b>marches</b>       | 10:8 23:10          | 112:12               | 215:3                | 152:25               | <b>money</b> 18:25  | <b>moving</b> 58:10  | <b>names</b> 41:22     |
| 10:13                | 164:15,16           | <b>measures</b>      | 230:21               | 156:8,10             | 28:4 29:17          | 58:25                | <b>naming</b> 6:20     |
| <b>margaret</b>      | 204:6               | 3:16 113:2           | 235:11               | 165:12               | 46:2 85:3           | 101:10               | <b>narrow</b> 68:24    |
| 4:12                 | 215:22              | <b>measuring</b>     | <b>mentioning</b>    | 176:9,18,25          | 88:9,10             | 201:3                | <b>nast</b> 6:19       |
| <b>maria</b> 1:15    | <b>mbe</b> 71:13    | 110:19,22            | 235:3                | 177:2 179:6          | 93:11 94:13         | 208:23               | <b>national</b> 7:18   |
| <b>marian</b> 1:16   | 72:9                | <b>mechanisms</b>    | <b>mentored</b>      | 179:9                | 95:10 96:19         | 225:19               | 7:25 17:23             |
| <b>marine</b>        | <b>mccolloch</b>    | 233:24               | 126:21               | <b>milliondollar</b> | 97:11,14            | 230:13               | 27:20 82:10            |
| 129:25               | 96:16               | <b>med</b> 127:22    | <b>merge</b> 16:19   | 78:22                | 103:22              | <b>msb</b> 204:8     | 223:5                  |
| <b>mark</b> 1:15     | <b>mean</b> 19:23   | <b>media</b> 6:16    | <b>message</b>       | <b>millions</b> 5:23 | 134:7,12,19         | <b>multi</b> 52:12   | <b>nationwide</b>      |
| <b>market</b> 48:5   | 26:8 27:23          | 7:19 27:20           | 141:2                | <b>mind</b> 101:17   | 136:15              | <b>multicultural</b> | 34:6                   |
| 68:14 81:25          | 35:9 36:19          | 27:21 35:8           | 151:14               | 174:9 231:2          | 156:21,24           | 10:9                 | <b>native</b> 146:9    |
| 108:23               | 53:14 73:21         | 137:23               | <b>met</b> 130:14    | <b>mine</b> 200:25   | 156:25              | <b>multiple</b> 34:9 | 146:10                 |
| 119:2                | 73:21 80:21         | <b>medical</b>       | <b>mexico</b> 234:6  | <b>minimum</b>       | 157:2,6             | 35:2 103:6           | <b>naturalizati...</b> |
| 217:19               | 81:18 88:7          | 227:23               | <b>michele</b>       | 155:6,20             | 166:13              | 103:7,8              | 10:18                  |
| 230:22               | 92:5 99:17          | <b>meds</b> 227:15   | 240:14               | <b>minorities</b>    | 172:9               | <b>multipleunit</b>  | <b>naturally</b>       |
| 236:17               | 102:11              | <b>meet</b> 107:16   | <b>microecono...</b> | 68:13,16             | <b>monitor</b>      | 238:5                | 89:6 237:25            |
| <b>marketing</b>     | 104:2               | <b>meeting</b>       | 80:4                 | 70:22                | 202:21              | <b>monitors</b>      | <b>nature</b> 36:24    |
| 6:7 14:8,10          | 105:22,25           | 15:21 17:21          | <b>microsoft</b>     | 115:23               | <b>month</b> 174:14 | 186:11               | <b>navy</b> 83:2       |
| 16:9 57:23           | 108:2 109:5         | 18:6 20:2            | 169:4                | 116:14               | 174:22              | <b>monthers</b>      | 130:19                 |
| 82:9 90:7            | 131:7               | 84:17,18             | <b>mid</b> 70:20     | 117:4 119:3          | 175:7 177:8         | 27:9,23              | 131:7                  |
| 92:7                 | 140:19,25           | 200:2 209:8          | 227:7,12             | <b>minority</b>      | 177:9,14            | 28:16                | <b>near</b> 99:9       |
| <b>marketplace</b>   | 162:5               | <b>meetings</b> 44:2 | <b>midatlantic</b>   | 41:17 62:11          | 178:7,20            | <b>municipal</b>     | <b>nearly</b> 7:10     |
| 125:20               | 163:18              | 194:19               | 9:2                  | 67:16 68:5           | 177:9,14            | 77:11 197:4          | <b>necessarily</b>     |
| <b>markets</b> 5:20  | 166:12              | 200:5                | <b>middle</b> 199:6  | 68:7 70:17           | 178:7,20            | 206:11               | 44:10 47:23            |
| 68:12                | 172:17,18           | 205:13               | <b>midlevel</b> 9:16 | 70:25 77:16          | <b>monthly</b>      | 222:21               | 124:14                 |
| 116:23               | 187:19              | 209:21               | <b>mike</b> 233:2    | 112:13,23            | 178:17,20           | <b>months</b> 39:6   | 163:25                 |
| 117:3                | 196:18,24           | 215:4,8,13           | <b>milk</b> 78:24    | 113:5 116:8          | <b>month</b> 174:14 | 43:7 98:22           | 237:13                 |
| <b>married</b> 4:12  | 199:11,14           | 215:14               | <b>millennials</b>   | 118:9 119:4          | 151:8               | 151:8                | <b>necessary</b>       |
| <b>mass</b> 151:18   | 216:15              | 216:10               | 8:5,6                | 123:8,24             | 175:18              | <b>municipality</b>  | 130:12                 |
| <b>massive</b>       | 231:23              | <b>mega</b> 18:3     | <b>million</b> 6:17  | 124:22               | 194:17              | 235:22               | 191:15                 |
| 46:12                | 232:15,16           | <b>member</b>        | 6:17 7:10            | 125:7 126:4          | 207:19,20           | <b>municipally</b>   | <b>need</b> 11:18      |
| <b>materials</b>     | 232:17              | 54:14 55:3           | 8:20 17:12           | 126:6                | 217:13              | 78:5                 | 44:15 45:10            |
| 107:11               | <b>meaning</b> 22:8 | 72:21                | 18:22 19:20          | 144:25               | <b>moore</b> 75:5   | <b>mural</b> 11:10   | 45:15,19               |
| <b>math</b> 52:20    | 81:24               | <b>members</b> 4:9   | 20:6,7,9             | 153:12               | <b>mop</b> 126:25   | <b>murillo</b> 4:12  | 49:16 52:22            |
| 59:23                | <b>meaningful</b>   | 12:19 16:21          | 38:12 59:11          | 170:7                | <b>morning</b> 2:3  | <b>murphy</b>        | 53:23 74:20            |
| <b>matter</b>        | 47:4                | 38:16 63:17          | 59:25 60:2           | <b>minorityow...</b> | 2:3 4:5,8,11        | 240:14               | 79:23 82:7             |
| 127:16               | <b>means</b> 17:24  | 127:24               | 60:11,18,20          | 217:12               | 20:24,25            | <b>music</b> 35:4    | 82:17 87:11            |
| 240:7                | 19:20 46:18         | 138:11,18            | 60:22 61:4           | <b>minute</b> 46:15  | 26:20,21            | <b>musician</b>      | 96:23                  |
| <b>matters</b> 238:3 | 174:19              | 148:17,24            | 61:17,18,23          | 99:22 184:5          |                     | 34:2                 | 133:19,21              |
|                      |                     |                      |                      |                      |                     |                      | 135:20,24              |

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

Committee of the Whole  
April 14, 2015

Page 17

|                    |                      |                     |                      |                     |                       |                        |                      |
|--------------------|----------------------|---------------------|----------------------|---------------------|-----------------------|------------------------|----------------------|
| 136:9              | 210:9 212:8          | 168:17,20           | 139:16               | 120:5               | <b>obsolete</b>       | 165:23                 | 131:4 142:3          |
| 155:18             | 213:2                | 169:8,15,22         | 140:10               | 121:15,17           | 223:24                | 180:24                 | 142:4 143:4          |
| 159:16             | <b>negotiations</b>  | 170:12              | <b>newsletters</b>   | 121:17              | 229:7                 | 193:10,10              | 143:16               |
| 160:6              | 209:4                | 197:14,15           | 137:25               | 128:2               | <b>obvious</b>        | 198:2                  | 144:22               |
| 163:25             | <b>negotiator</b>    | 198:5,15,22         | 138:2                | 131:16              | 195:12                | 215:22                 | 145:7,15,19          |
| 166:19             | 207:24               | 199:10              | <b>newspaper</b>     | 136:21              | <b>obviously</b>      | <b>officer</b> 148:19  | 146:8                |
| 177:24             | 211:20               | 200:12,25           | 78:25                | 141:18              | 14:12 18:24           | <b>officers</b>        | 147:18               |
| 181:3 186:3        | <b>neighborho...</b> | 201:25              | <b>nice</b> 109:20   | 142:9,13,14         | 29:25 45:23           | 186:25                 | 156:2                |
| 189:10             | 6:12 12:13           | 202:4               | <b>night</b> 33:16   | 142:23              | 87:10                 | <b>offices</b> 73:21   | 157:13               |
| 196:7 200:6        | 41:3 43:11           | 213:18,25           | <b>nine</b> 84:14    | 144:10,12           | 173:19                | 161:21                 | 163:18               |
| 200:6              | 43:11 45:14          | 214:2 215:2         | <b>ninety</b> 173:13 | 144:23              | 201:15                | 174:8                  | 172:21               |
| 205:16             | 45:15 46:17          | 216:7,19,22         | <b>nodes</b> 13:10   | 145:9 146:5         | <b>occasions</b>      | 232:23,25              | 175:15               |
| 214:15             | 46:25 47:9           | 217:25              | <b>nominated</b>     | 154:24              | 54:11 164:4           | <b>officials</b> 230:5 | 180:18               |
| 225:21             | 49:17 78:24          | <b>net</b> 29:16    | 7:22                 | 157:19              | <b>occupancy</b>      | <b>oftentimes</b>      | 183:25               |
| 230:16             | 80:13 98:5           | 221:5               | <b>nonprofit</b>     | 170:8               | 137:17                | 234:14                 | 188:8,9              |
| 231:4              | 111:9 224:2          | <b>network</b>      | 126:14               | 172:17              | <b>occur</b> 229:22   | <b>oh</b> 1:14 24:3    | 209:11               |
| 235:16,25          | 226:11               | 162:18              | <b>normally</b>      | 173:10,16           | <b>occurred</b> 98:3  | 29:7,8,12              | 238:15               |
| 238:6              | 231:19               | 196:17              | 18:20                | 173:16,25           | <b>occurring</b>      | 30:7,17,21             | <b>old</b> 53:11     |
| <b>needed</b> 38:6 | 237:4,10,15          | <b>networks</b>     | <b>north</b> 100:19  | 176:11              | 226:12                | 31:2,6,15              | 100:8                |
| 68:24              | <b>neighborho...</b> | 201:13              | 100:21               | 177:18,21           | 237:25                | 31:19,25               | 228:16               |
| 108:13             | 11:8 12:17           | <b>never</b> 20:2   | 101:5                | 177:22              | <b>ocr</b> 5:7,20 6:6 | 32:6,19,22             | 229:13               |
| 226:21             | 12:20 13:11          | 54:3 79:20          | 128:14               | 232:23              | 6:23 7:15             | 33:22 34:12            | 233:12               |
| <b>needing</b>     | 13:17 38:23          | 98:14               | 228:16               | 237:11,24           | 8:16,22               | 35:15 36:7             | <b>once</b> 7:19     |
| 136:5              | 40:15,16             | 122:19              | <b>northeast</b>     | <b>numbers</b>      | 10:2 11:12            | 36:10 48:23            | 45:16 79:21          |
| <b>needs</b> 16:7  | 43:15,20             | 134:18              | 44:4 53:16           | 24:16,17            | 16:7                  | 85:5,6,10              | 206:18               |
| 50:22 53:24        | 44:8,15,16           | <b>new</b> 6:10     | 231:10               | 46:12 56:13         | <b>ocrproduced</b>    | 85:19 86:18            | 212:9                |
| 134:17             | 47:12 77:3           | 14:24 15:9          | <b>notes</b> 166:24  | 58:21 60:25         | 5:12                  | 86:22 87:21            | <b>oneill</b> 1:14   |
| 180:5 194:7        | 79:18 82:16          | 15:9 41:8           | 240:6                | 63:5 64:3           | <b>ocrs</b> 6:10      | 88:6 89:14             | <b>oneills</b> 44:5  |
| 195:19             | 110:24               | 41:21 73:11         | <b>notice</b> 171:2  | 74:6 76:8           | 11:22                 | 90:4 91:11             | <b>ones</b> 47:22    |
| 207:4              | 131:9 226:6          | 73:18,19            | <b>noticed</b> 97:4  | 76:13 93:8          | <b>ocrsupported</b>   | 92:8 129:24            | 67:23 96:21          |
| 209:19             | 226:14               | 78:19,20            | <b>notification</b>  | 93:16 143:7         | 7:23                  | 144:22                 | 96:22                |
| <b>negotiate</b>   | 227:2                | 86:4 98:22          | 107:20,25            | 143:9,11,12         | <b>october</b> 7:25   | 189:5                  | 123:22               |
| 199:12,25          | 229:23               | 105:21              | <b>notified</b>      | 144:4,11,21         | 210:2                 | <b>ohcd</b> 133:11     | 138:17,20            |
| 206:2 207:2        | 237:3                | 106:3 108:5         | 207:22               | 145:13,17           | <b>oem</b> 180:11     | <b>oit</b> 4:3 148:2   | 232:20               |
| 208:22             | <b>neighbors</b>     | 116:23              | <b>november</b> 9:9  | 152:3               | <b>oeo</b> 4:2 37:12  | 148:20,23              | <b>ongoing</b>       |
| 213:6,11           | 88:18                | 133:18              | <b>number</b> 4:17   | 165:18              | <b>offered</b>        | 176:15                 | 123:12               |
| <b>negotiated</b>  | <b>nelson</b> 1:13   | 140:8               | 6:21 15:14           | 196:2               | 158:17                | 179:19                 | <b>online</b> 43:24  |
| 206:5              | 26:17,18,22          | 150:18,22           | 16:20 20:4           | <b>numerous</b>     | 198:2                 | 193:14                 | 152:23,25            |
| <b>negotiating</b> | 27:2 28:12           | 151:4,17,18         | 27:25 34:13          | 164:3               | <b>offering</b>       | <b>okay</b> 16:17      | 159:23               |
| 193:14             | 28:23 29:2           | 156:9               | 35:2 47:6            | <b>nutter</b> 56:9  | 50:15                 | 23:12 24:3             | 194:10               |
| 195:22             | 105:11,12            | 179:23,25           | 55:5 60:12           | 63:13,24            | <b>offers</b> 206:9   | 24:20 25:10            | 197:23,25            |
| 203:6,7            | 106:5,22             | 180:4 190:6         | 60:14 61:7           | 66:15               | 225:4                 | 26:7 30:21             | 209:23               |
| 205:2              | 107:24               | 195:24              | 62:21 67:11          | 112:10              | <b>office</b> 4:15,22 | 31:6,15,19             | <b>open</b> 136:20   |
| 213:18             | 108:17               | 203:9               | 68:13 69:13          | 115:16              | 5:4 10:9,10           | 32:6,22                | 149:22               |
| <b>negotiation</b> | 110:10               | 222:13              | 73:11 74:16          |                     | 13:6 28:13            | 33:22 34:12            | 152:20               |
| 197:7              | 111:22               | 228:9               | 77:10,14,16          | <b>O</b>            | 28:22 38:3            | 36:10 57:12            | 159:14               |
| 200:11             | 122:4,5,11           | 234:14              | 77:19,21,23          | <b>objections</b>   | 51:15,16              | 60:3,21,23             | <b>opening</b>       |
| 204:9              | 122:14,17            | 238:4               | 78:4,16              | 240:4               | 73:6,12               | 72:5 76:24             | 190:9                |
| 208:15,16          | 122:21,25            | <b>newest</b> 10:20 | 85:14 93:22          | <b>obligations</b>  | 111:6                 | 77:4,24                | 230:10               |
| 208:25             | 123:21               | <b>news</b> 17:13   | 95:4 110:22          | 221:7               | 133:20                | 80:20 81:8             | <b>operate</b> 164:7 |
| 209:6,10,13        | 124:6                | 17:14 81:18         | 111:13               | <b>obrien</b> 1:13  | 148:19                | 84:10 90:4             | 202:19               |
| 209:14,15          | 164:12,13            | 81:23               | 116:18               | 215:11              | 158:16,20             | 114:8,15               | 230:2                |
| 209:20             | 167:19               | <b>newsletter</b>   | 119:24,24            | <b>observations</b> | 161:17                | 122:21                 | <b>operating</b>     |
|                    |                      |                     |                      | 193:3               |                       |                        |                      |

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

Committee of the Whole  
April 14, 2015

Page 18

|                      |                      |                     |                      |                      |                      |                    |                     |
|----------------------|----------------------|---------------------|----------------------|----------------------|----------------------|--------------------|---------------------|
| 2:17 3:15            | 40:10 87:12          | 126:8               | 153:7                | 45:14 47:20          | 187:6                | 58:16 67:12        | 140:23,24           |
| 4:16 38:10           | 89:9 98:19           | 181:22              | 181:16               | 47:22 51:14          | <b>pause</b> 147:24  | 67:21 69:16        | 142:6,12,12         |
| 63:20                | 158:15               | <b>ownership</b>    | 191:18               | 54:4,20              | <b>pay</b> 29:18,20  | 79:19 84:20        | 142:13,15           |
| 219:20               | <b>ordinance</b>     | 183:21              | 196:11               | 58:4 67:9            | 30:17,18,19          | 84:21 89:15        | 144:12,13           |
| 220:17,24            | 2:11,14,16           | <b>owning</b> 182:8 | 203:13               | 99:24                | 89:6 106:13          | 90:10,19           | 144:24              |
| <b>operation</b>     | 3:7                  |                     | 204:9                | 138:17               | 107:11               | 130:20             | 145:8,20,21         |
| 21:17 58:10          | <b>ordinances</b>    | <b>P</b>            | 208:24               | 157:15               | 138:9                | 138:14             | 146:5,7,10          |
| 129:15               | 220:8                | <b>p</b> 239:4      | 210:13               | 159:22               | 154:17               | 139:8,11,14        | 146:11,12           |
| 185:16               | <b>org</b> 45:2      | <b>page</b> 49:18   | 227:12               | <b>parties</b>       | 169:23               | 140:7,14           | 146:19,20           |
| <b>operations</b>    | <b>organization</b>  | 57:19 59:3          | 228:2                | 195:17               | 180:14               | 160:24             | 146:24              |
| 94:20                | 28:17 32:11          | 94:6,11             | 229:18               | <b>partisan</b> 19:6 | 206:15               | 166:7              | 147:3,4             |
| 149:13               | 35:22                | 142:7               | <b>participants</b>  | <b>partly</b> 98:25  | <b>paying</b> 96:6   | 179:24             | 152:21              |
| 150:5                | 102:20               | 154:12              | 8:11                 | 99:2                 | 107:10               | 186:14             | 153:11,12           |
| 153:17               | 220:16               | 156:7               | <b>participate</b>   | <b>partner</b> 7:7   | 154:21,25            | 187:14             | 153:13              |
| 158:14               | <b>organizations</b> | 171:21,23           | 11:13 33:12          | 15:20 16:7           | 166:2,6,9            | 189:4 199:2        | 154:16              |
| <b>opinion</b> 51:4  | 14:16,20             | <b>pages</b> 152:20 | 33:17                | 16:8 17:24           | 166:13               | 17:6               | 167:22              |
| <b>opportunities</b> | 15:7,19              | 194:15              | 116:14               | 19:12 27:25          | <b>payment</b>       | 225:17             | 168:2,5,6           |
| 11:17 25:19          | 16:4,8 28:2          | <b>paid</b> 18:18   | 122:6 167:7          | 201:19               | 151:4                | 226:23             | 172:6 222:5         |
| 25:22 31:11          | 30:2 40:25           | 30:14               | 167:9                | 218:3                | <b>payments</b>      | 227:4 228:9        | 222:5,6,6,7         |
| 40:13 50:20          | 67:16 100:2          | <b>pail</b> 126:25  | <b>participated</b>  | <b>partnering</b>    | 156:25               | 231:22             | 224:8,9,11          |
| 54:23 55:14          | 100:6 196:3          | <b>paint</b> 11:10  | 67:5 124:2           | 19:4                 | <b>payroll</b>       | 235:2,6,23         | 230:21              |
| 70:8 116:24          | <b>organizers</b>    | 152:4               | <b>participating</b> | <b>partners</b>      | 150:25               | 237:3,11           | <b>percentage</b>   |
| 139:13               | 32:8                 | <b>papal</b> 17:11  | 30:5 127:25          | 103:21               | <b>pcdc</b> 80:10,15 | <b>percent</b> 5:9 | 63:2 64:13          |
| <b>opportunity</b>   | <b>outdated</b>      | 19:20               | 167:15               | 151:16               | 80:20 100:8          | 5:11,14,16         | 65:21 86:11         |
| 5:4 11:23            | 223:24               | <b>parade</b> 28:16 | <b>participation</b> | 181:16               | <b>pcpc</b> 224:15   | 9:21 39:20         | 92:11 93:11         |
| 31:9 32:24           | <b>outdoor</b>       | <b>parades</b>      | 5:9,10,14            | 182:10,14            | <b>pcs</b> 152:7     | 39:24 40:3         | 119:15,19           |
| 38:4,20              | 30:24                | 27:10               | 5:18 41:20           | 204:2 205:8          | 173:2                | 40:5 41:19         | 119:25              |
| 41:17 48:7           | <b>outline</b> 99:13 | <b>parcels</b> 74:8 | 42:17 59:6           | <b>partnership</b>   | <b>peak</b> 40:2     | 41:21 49:19        | 120:10              |
| 48:8 55:6            | <b>outpacing</b>     | <b>park</b> 131:6   | 59:16 62:13          | 7:13 22:10           | <b>peel</b> 94:4,14  | 56:21 59:9         | 121:14              |
| 57:21 62:13          | 49:21                | 131:22,22           | 70:10,17,21          | 38:18 39:3           | <b>peg</b> 203:23    | 59:11,19,21        | 141:15              |
| 125:16               | <b>outreach</b>      | 233:9               | 71:24 113:6          | 39:16 42:12          | 205:6                | 60:2 61:24         | 142:24              |
| 139:10               | 103:11               | <b>parking</b>      | 113:9                | 154:2                | <b>penn</b> 182:16   | 62:2,5,16          | 144:15,16           |
| 148:22               | 223:13               | 180:13              | 114:19,22            | <b>partnerships</b>  | <b>penndot</b>       | 63:13,14           | 144:20              |
| 153:18               | <b>outside</b> 21:23 | <b>parks</b> 11:6   | 115:4,19,22          | 17:20 22:7           | 182:16               | 64:20,21,23        | 145:3               |
| 154:5                | 23:3,7 91:8          | 198:23              | 116:20               | 22:21                | <b>pennsylvania</b>  | 65:24,25           | <b>percentages</b>  |
| 161:11               | 169:23               | 199:15              | 117:6,7,13           | 183:20               | 1:6 3:3              | 66:2 68:7          | 64:4,6              |
| 163:21               | <b>overall</b> 118:7 | 231:25              | 118:21               | <b>parts</b> 220:25  | 105:20               | 70:19,19,21        | 65:16               |
| 198:3                | 161:25               | 233:21              | 119:10               | <b>party</b> 18:16   | 123:5                | 73:9,10            | 124:15              |
| 201:17               | <b>overlook</b>      | 234:9,15            | 120:24,25            | <b>pass</b> 50:10    | <b>penny</b> 19:19   | 82:3 87:17         | <b>perform</b> 35:3 |
| 206:20               | 166:15               | <b>parkside</b>     | 123:8,19,24          | 95:19                | <b>pensions</b>      | 87:25 88:15        | <b>performers</b>   |
| 219:18               | <b>overseas</b>      | 131:5 132:2         | 170:7                | 138:22               | 150:25               | 88:15,16           | 7:5                 |
| 225:9                | 125:2                | 132:5               | 223:14               | <b>passage</b>       | <b>people</b> 12:9   | 89:11 93:23        | <b>performing</b>   |
| <b>opposed</b> 50:9  | <b>overseeing</b>    | 233:10              | <b>particular</b>    | 10:14                | 13:13 15:9           | 109:7,8            | 35:23               |
| 90:13                | 96:18 99:18          | <b>parkway</b>      | 14:17 53:16          | <b>passed</b> 50:12  | 15:11,15             | 111:9,12,16        | <b>perimeter</b>    |
| 149:21               | <b>overtime</b>      | 204:8               | 68:14,15             | <b>passes</b> 95:17  | 17:15 27:21          | 113:5,19,24        | 43:17               |
| 154:20               | 154:13,21            | <b>pars</b> 151:11  | 69:23                | <b>passthrough</b>   | 27:24 30:5           | 114:13,19          | <b>period</b> 26:6  |
| 187:14               | 154:25,25            | <b>part</b> 6:19    | 127:18               | 95:4,6               | 32:3 33:12           | 115:17             | 39:22 48:4          |
| 231:18               | 155:5,7,20           | 15:12 32:10         | 132:23               | <b>passyunk</b>      | 46:16,20,21          | 117:8,8,19         | 56:8,23             |
| <b>options</b>       | <b>owned</b> 62:6    | 79:5 83:16          | 161:17               | 101:2                | 47:12 50:21          | 117:22,22          | 57:6 111:19         |
| 169:20               | 62:17 78:5           | 83:19,24            | 187:11               | <b>path</b> 8:14     | 52:19,22,24          | 117:25             | 115:5               |
| <b>oranges</b>       | 119:20               | 90:7,7 98:9         | 237:23               | <b>patience</b>      | 53:6,11              | 118:9 120:7        | <b>perplexed</b>    |
| 65:18,18             | 120:3,18             | 107:12              | <b>particularly</b>  | 219:10               | 54:2,24              | 120:17             | 54:9 55:20          |
| <b>order</b> 36:3    | 121:14               | 112:25              | 13:12 44:22          | <b>patterns</b>      | 55:7,11              | 121:15,17          | <b>person</b> 11:24 |
|                      |                      | 136:6 138:9         |                      |                      |                      |                    |                     |

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

Committee of the Whole  
April 14, 2015

Page 19

|                       |                       |                      |                      |                       |                       |                       |             |
|-----------------------|-----------------------|----------------------|----------------------|-----------------------|-----------------------|-----------------------|-------------|
| 164:18                | 49:22 56:19           | <b>phones</b>        | <b>plan</b> 2:22     | <b>please</b> 2:8     | 190:18,22             | 210:21                | 16:16 17:4  |
| 166:8,14              | 56:25 58:11           | 152:11,12            | 3:18 43:19           | 3:21 11:11            | 192:2,4,6,9           | 211:13                | 20:17,18,23 |
| 184:13                | 62:23 71:22           | 152:13               | 44:13 45:4           | 37:21 58:20           | 192:25                | 213:12                | 26:11,14,19 |
| 186:23                | 73:6 78:13            | 177:4,6,8            | 86:10 88:4           | 216:3                 | 237:17                | 235:4                 | 29:3,4,9    |
| 192:14,25             | 79:3,19               | 177:19               | 97:8,9               | 219:10                | <b>politics</b> 19:11 | <b>potential</b> 9:24 | 36:13 37:4  |
| <b>personal</b>       | 81:13 82:6            | 178:8,24             | 151:3 204:3          | <b>pleased</b> 4:14   | <b>polled</b> 9:3     | 22:12 28:9            | 37:10,15,20 |
| 139:18                | 85:13 91:17           | 179:17               | 204:9 220:3          | 8:22                  | <b>polling</b> 184:6  | 174:5,9               | 38:15 39:4  |
| <b>personally</b>     | 109:15                | <b>phrase</b> 186:6  | 222:19,20            | <b>plus</b> 174:14    | <b>pool</b> 34:23     | <b>potentially</b>    | 39:10 42:10 |
| 49:24                 | 118:8 121:6           | <b>physical</b>      | 223:13,25            | 178:13                | 136:23                | 93:5 231:23           | 42:23 43:5  |
| 129:23                | 125:3,9,11            | 173:15,17            | 231:17               | <b>point</b> 35:17    | <b>pop</b> 115:25     | <b>power</b> 62:24    | 43:23 48:3  |
| 178:14                | 132:14                | 175:2 182:9          | 235:17               | 61:21,21              | <b>pope</b> 79:15     | 116:9                 | 48:10,24    |
| <b>personnel</b>      | 136:24                | 220:4                | <b>planners</b>      | 67:2 76:20            | <b>popular</b> 11:4   | 158:14                | 49:10,14    |
| 45:25                 | 137:2                 | 222:23               | 225:8                | 78:18 81:10           | <b>population</b>     | <b>powerful</b>       | 51:6,25     |
| <b>perspective</b>    | 161:15                | 223:11               | <b>planning</b> 4:3  | 82:17 84:5            | 9:22 225:22           | 58:18                 | 53:10 54:7  |
| 16:9,22               | 191:9 194:2           | <b>pica</b> 85:25    | 35:13 90:8           | 85:17 90:2            | 226:4 227:9           | <b>powerfully</b>     | 55:21 56:2  |
| 67:24 89:20           | 200:16,22             | 86:12 87:16          | 100:7                | 90:13 91:9            | 230:11,18             | 47:10                 | 66:20,21    |
| 92:15 158:9           | 218:4,23              | 87:17,18             | 111:15               | 92:5 93:21            | 235:14,16             | <b>practices</b>      | 67:8,25     |
| <b>petabyte</b>       | 219:23                | 88:21 89:4           | 130:20               | 96:4 99:6             | <b>portfolio</b>      | 223:5                 | 68:18 69:2  |
| 152:10                | 225:19,25             | 90:17 92:11          | 150:16               | 104:5                 | 116:21                | <b>predict</b> 91:13  | 70:2,6,24   |
| 173:18                | 226:3                 | <b>pick</b> 166:17   | 218:23               | 113:11                | <b>portion</b> 85:25  | <b>predictability</b> | 71:4,7,13   |
| <b>peterkin</b> 4:14  | 228:11,12             | <b>picture</b> 152:4 | 219:5,15,19          | 117:10,16             | 86:2,12               | 91:14,19              | 72:4,8,11   |
| 43:10                 | 228:18                | 176:11               | 219:22,24            | 118:13                | 87:17,17              | <b>predictable</b>    | 72:16 75:8  |
| <b>petition</b> 231:8 | 235:13                | <b>picd</b> 77:12,17 | 220:18,19            | 124:23                | 88:21 89:5            | 92:6                  | 75:16,23    |
| <b>pgw</b> 180:13     | <b>philadelphi...</b> | 80:17,18             | 220:22               | 133:8                 | 90:11,13,16           | <b>preempted</b>      | 77:5 80:8   |
| 180:15                | 222:18                | 81:4 83:10           | 221:22               | 138:20                | 92:18 95:14           | 12:6                  | 80:19 81:7  |
| <b>pha</b> 45:17      | <b>philadelphi...</b> | 83:18,21             | 222:4,9,18           | 171:3                 | 107:12                | <b>prefer</b> 141:25  | 81:10 83:3  |
| <b>phantoms</b>       | 25:21,23              | 84:11 95:22          | 223:2                | 174:24                | 161:12                | 206:8                 | 83:4,15     |
| 213:20                | 57:3 191:21           | 96:6 233:2           | 224:20               | 176:2 181:7           | 227:4,25              | <b>preliminary</b>    | 84:9,24     |
| <b>pharma</b>         | 218:7                 | 234:19               | 225:2,5              | 181:7                 | <b>position</b>       | 151:9                 | 85:7 92:21  |
| 130:24                | 224:23                | <b>piece</b> 160:3   | 228:20,23            | 186:11,18             | 50:15 72:25           | <b>prepare</b>        | 93:3 96:3   |
| <b>phase</b> 150:20   | <b>philadelphias</b>  | <b>pieces</b> 104:21 | 228:24               | 207:22                | 161:7 168:8           | 220:2,4,7             | 105:7,13    |
| 150:23                | 10:20 11:9            | <b>piggyback</b>     | 229:2,4              | 208:10,16             | 207:16                | 224:17                | 109:17,23   |
| 151:2                 | 15:13 41:9            | 123:23               | 232:8                | 209:5 210:3           | 208:22,24             | <b>prepared</b>       | 111:24      |
| <b>phases</b>         | <b>philas</b> 111:15  | <b>pipeline</b>      | 234:25               | 211:9,14              | 213:12                | 34:19 51:23           | 113:15      |
| 101:11                | <b>phillies</b>       | 151:23               | 235:8 236:6          | 215:17                | 217:22                | 52:6 79:11            | 115:11      |
| <b>phila</b> 152:19   | 213:20                | <b>pittsburgh</b>    | 237:8 238:4          | 230:6 232:5           | <b>positions</b> 25:6 | 230:14                | 136:2 139:6 |
| <b>philadelphia</b>   | <b>philly</b> 10:23   | 206:4                | <b>plans</b> 45:20   | <b>pointed</b>        | 25:7 96:9             | <b>presence</b>       | 141:5,6,11  |
| 1:2,6 2:21            | 15:24 16:10           | <b>place</b> 7:19    | 205:10               | 236:11                | 154:20,24             | 36:23                 | 147:19,25   |
| 2:23 5:15             | 30:2 82:12            | 10:24 16:12          | 223:8,15,19          | <b>pointofsale</b>    | 155:11                | 150:19                | 148:5,10,17 |
| 5:22,24 6:3           | 136:13,18             | 20:2 28:3            | 223:21               | 150:11                | 156:4                 | 205:3                 | 154:9 155:8 |
| 6:11,14,20            | 136:18                | 39:2 45:8            | 224:6                | <b>points</b> 39:25   | 221:15,16             | <b>present</b> 1:9    | 155:25      |
| 7:19,24               | 150:24                | 71:24 87:18          | 231:19               | 162:16,17             | 221:18,19             | 11:23                 | 156:6,17    |
| 8:12,18,25            | <b>phillycam</b>      | 98:23 113:7          | 236:9,21             | 183:4                 | 221:20                | 219:18                | 157:5,12    |
| 9:5,5,11,19           | 189:13                | 196:8                | 237:8                | 213:18                | <b>positive</b> 44:7  | <b>presentations</b>  | 158:24      |
| 9:21 17:6             | 202:23                | 211:23               | <b>play</b> 35:7     | <b>police</b> 28:19   | 150:8                 | 8:11                  | 159:18      |
| 18:9 21:3             | 203:7 205:8           | 219:23               | 36:3 50:17           | 30:18 172:7           | <b>possible</b> 7:20  | <b>presented</b>      | 160:10,16   |
| 22:14 23:11           | <b>phlcvb</b> 15:23   | 224:8                | 50:25                | 180:11                | 47:7 88:19            | 212:13                | 161:19      |
| 27:3,14               | 15:24 30:3            | 226:21               | 209:14               | 185:6                 | 102:10                | <b>president</b>      | 162:8,13,21 |
| 29:23 37:2            | <b>phone</b> 53:8     | 227:14               | <b>played</b> 50:17  | 186:25                | 173:11                | 1:10 2:2              | 163:3,10,17 |
| 38:21 39:19           | 171:4 175:3           | <b>placed</b> 7:24   | 209:12               | <b>policies</b> 38:25 | 191:18                | 3:11,24 4:6           | 164:14      |
| 40:7 41:22            | 178:9,10,13           | <b>places</b> 136:21 | <b>playing</b> 67:20 | 219:24                | 194:22                | 4:7 5:5 7:21          | 170:17,18   |
| 42:2,15               | 179:15                | 232:3 234:6          | <b>plaza</b> 100:25  | <b>policy</b> 70:4    | 195:4                 | 10:5 12:3             | 170:23      |
| 44:25 48:19           | 180:4,5,6             | <b>plain</b> 225:17  | 204:8                | 158:7                 | 205:15                | 13:2 14:6             | 183:12,15   |

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

Committee of the Whole  
April 14, 2015

Page 20

|                      |                     |                       |                      |                      |                      |                       |                       |
|----------------------|---------------------|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|
| 184:2,7,18           | 42:18 70:11         | 236:20                | 6:25 8:9             | 166:19               | 129:4 149:6          | 151:13,15             | <b>putting</b> 15:15  |
| 184:21               | 126:13              | <b>processes</b>      | 169:10,16            | 228:9                | <b>proved</b>        | 156:15                | 24:12 33:25           |
| 185:3,7,11           | 168:8               | 135:11                | 204:14               | <b>promised</b>      | 195:20               | 159:22                | 140:7                 |
| 185:20               | 222:22              | 220:17                | 205:10               | 217:7                | <b>provide</b> 14:16 | 168:8 183:8           | 229:20                |
| 186:6 187:3          | <b>privately</b>    | <b>procurement</b>    | <b>programs</b>      | <b>promote</b> 6:8   | 22:19 27:12          | 190:17,21             | <b>pvi</b> 7:12       |
| 187:20,23            | 23:4,8              | 114:18                | 27:6 93:24           | 13:16 31:11          | 28:19 29:18          | 192:2,4,6,9           |                       |
| 188:9 189:2          | <b>proactive</b>    | 122:6 123:2           | 96:17                | <b>promoter</b>      | 30:23 36:24          | 192:25                | <b>Q</b>              |
| 189:20,25            | 224:24              | 123:7,15              | 125:19               | 35:24                | 40:21 72:5           | 193:13                | <b>qualifications</b> |
| 197:9,11,16          | <b>probably</b>     | 124:25                | 133:15               | <b>promoters</b>     | 74:24 77:5           | 194:18,19             | 156:3                 |
| 198:2                | 13:18 43:24         | 151:17                | 136:22               | 32:13                | 116:9 119:8          | 198:8 200:2           | <b>qualified</b> 52:8 |
| <b>pretty</b> 13:22  | 48:22 53:11         | 167:10,14             | 169:3                | <b>promoting</b>     | 138:22               | 200:5,7               | 52:13                 |
| 44:6 46:5            | 54:3 56:14          | <b>produce</b>        | 202:17               | 6:13 28:11           | 149:4 159:8          | 202:17,23             | 155:11                |
| 49:15 52:21          | 70:9 74:16          | 27:17                 | 205:9                | 34:4                 | 159:11               | 203:2,23              | <b>quality</b> 6:24   |
| 83:8 88:13           | 76:16 80:14         | 125:25                | <b>progress</b> 40:9 | <b>promotion</b>     | 167:11               | 204:13,19             | 191:21                |
| 130:20               | 89:9 132:8          | 233:13                | 149:7                | 14:8,9               | 171:9                | 205:3,12              | 235:23                |
| 155:9                | 136:20              | <b>producers</b>      | 200:18               | <b>properly</b>      | 177:24               | 209:14,21             | <b>quantify</b>       |
| 166:25               | 173:12              | 203:2                 | 201:4                | 216:12               | 189:7,17             | 212:5 215:8           | 74:20                 |
| <b>prevailing</b>    | 176:17              | <b>produces</b>       | 224:10               | <b>properties</b>    | 193:4                | 220:6                 | <b>quarterly</b>      |
| 98:2,7,10            | 178:24              | 5:20                  | 229:6                | 78:11                | 196:13,25            | 223:10,14             | 138:24                |
| 98:16                | 179:6 185:5         | <b>production</b>     | <b>prohibit</b>      | <b>property</b> 78:5 | 197:20               | 240:15                | 156:25                |
| 105:21               | 195:12              | 150:21                | 217:18               | 134:10               | 199:23               | <b>publicity</b> 6:18 | <b>quasi</b> 60:17    |
| 106:13,18            | <b>problem</b>      | <b>productive</b>     | <b>project</b> 98:16 | 140:21               | 201:8,13             | 22:7 28:11            | 63:21 83:22           |
| 107:4                | 28:25 36:12         | 233:18                | 99:7 102:16          | 151:18               | 237:10               | <b>publicize</b>      | 112:15                |
| <b>previous</b>      | 84:2 96:11          | <b>products</b>       | 103:10               | 193:13               | <b>provided</b>      | 116:21                | <b>queen</b> 226:15   |
| 39:25 41:20          | 99:9                | 129:25                | 104:3,17,21          | <b>proportional</b>  | 4:20 63:17           | <b>publicsector</b>   | <b>question</b> 14:7  |
| 56:16,18             | <b>problematic</b>  | <b>profession</b>     | 107:12,18            | 178:25               | 156:22               | 26:3                  | 14:19,23              |
| 165:18               | 92:14               | 228:25                | 129:3                | <b>proposal</b> 86:8 | 205:21               | <b>published</b>      | 15:18 23:2            |
| <b>previously</b>    | <b>problems</b>     | 229:5                 | 134:11               | 87:2,24              | 206:7                | 11:22                 | 23:22,25              |
| 15:6 23:16           | 229:3               | <b>professional</b>   | 148:25               | <b>propose</b> 88:8  | <b>provider</b>      | <b>pull</b> 21:24,25  | 24:21 25:12           |
| 136:19               | <b>proceedings</b>  | 67:9 69:22            | 150:24               | 130:10               | 193:17               | 96:23                 | 36:15 51:9            |
| <b>price</b> 82:17   | 240:4               | 70:9,16,22            | 151:22               | 224:13               | <b>providers</b>     | <b>pulp</b> 129:25    | 59:2 61:6             |
| 175:11               | <b>process</b> 17:7 | 71:23,25              | 157:4,11             | <b>proposed</b>      | 138:5                | <b>purchase</b>       | 62:15 66:23           |
| <b>primarily</b>     | 17:18 32:23         | 158:12                | 200:22               | 2:24 3:15            | 208:11               | 94:25                 | 67:10 68:3            |
| 80:12                | 67:20 84:16         | <b>profiled</b> 4:25  | 201:18               | 85:12 87:9           | <b>provides</b>      | 237:14                | 75:24 78:9            |
| 229:13               | 102:5 103:5         | <b>profiles</b> 128:3 | <b>projection</b>    | 88:4 89:2            | 29:15 31:9           | <b>purpose</b>        | 84:18 86:9            |
| <b>primary</b>       | 105:4 108:9         | <b>program</b> 2:11   | 91:7 112:17          | 90:15,16             | 46:11                | 229:12                | 109:23                |
| 219:21               | 133:16              | 3:17 6:10             | <b>projects</b> 41:5 | 219:19               | <b>providing</b>     | <b>purposes</b>       | 110:16                |
| <b>prime</b> 34:14   | 155:9               | 6:15 7:8              | 41:6 96:21           | 220:7,23             | 2:20 11:2            | 83:25                 | 112:8                 |
| 72:3                 | 167:14              | 10:17 11:10           | 97:12 98:11          | 223:23               | 31:10 44:13          | 192:23,25             | 119:17,25             |
| <b>principles</b>    | 193:19,21           | 33:2 41:2,4           | 98:18 99:12          | <b>proposing</b>     | 125:18               | <b>pursuant</b> 3:5   | 120:9                 |
| 219:24               | 194:3,13            | 41:6,10,14            | 99:19                | 92:17 156:8          | 170:25               | <b>pursue</b> 63:9    | 121:12                |
| 237:7                | 196:2 197:7         | 58:3,4,22             | 100:10,12            | <b>proprietary</b>   | 201:21               | <b>pursuit</b> 40:17  | 128:18                |
| <b>prior</b> 43:13   | 200:11              | 97:19,22              | 100:14,18            | 116:17               | 203:2 228:9          | <b>push</b> 18:25     | 136:12                |
| 69:6 80:11           | 205:20              | 98:19 99:3            | 100:23               | <b>proprietor</b>    | <b>prussia</b> 20:13 | 69:19                 | 154:18                |
| 165:17               | 208:12              | 100:14                | 101:3,9,19           | 126:23               | <b>pssas</b> 50:2    | <b>put</b> 35:2       | 157:13,25             |
| 200:15               | 209:20,24           | 105:16                | 101:19,24            | <b>prosperity</b>    | <b>public</b> 2:4    | 43:21 44:20           | 162:9                 |
| <b>priority</b> 55:5 | 210:22              | 107:6,21              | 102:4,13,13          | 131:9                | 3:12 8:13            | 82:15                 | 163:11                |
| <b>prison</b> 61:19  | 211:5 212:8         | 108:5,14,16           | 103:3,4,25           | <b>protecting</b>    | 19:7,14              | 103:18                | 164:3,9,14            |
| <b>prisons</b>       | 212:9               | 122:8                 | 104:13               | 234:22               | 22:8 60:17           | 136:13,20             | 167:6,24              |
| 180:12               | 214:14              | 127:25                | 106:24,25            | <b>protection</b>    | 63:22                | 137:3,10              | 172:14                |
| <b>private</b> 22:2  | 217:18              | 166:24                | 134:5                | 232:14               | 112:15               | 161:7                 | 179:6 185:6           |
| 23:14,15             | 223:2 225:3         | 167:7 220:5           | 135:17               | <b>protest</b> 10:13 | 126:13               | 204:17                | 191:2                 |
| 25:4,25              | 228:22,23           | <b>programmi...</b>   | 152:18               | <b>proud</b> 128:5   | 134:10               | <b>puts</b> 109:17    | 192:19                |
|                      |                     |                       |                      |                      |                      |                       | 209:2                 |

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

Committee of the Whole  
April 14, 2015

Page 21

|                      |                      |                      |                      |                      |                       |                       |                       |
|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|-----------------------|
| 210:25               | <b>quote</b> 85:2    | <b>ready</b> 37:19   | <b>reasonably</b>    | 236:22               | <b>reflected</b>      | 154:4                 | 203:14                |
| 231:24               |                      | 38:6 52:9            | 49:8                 | 237:18               | 21:10 23:24           | 189:12                | <b>renovations</b>    |
| 232:10,13            | <b>R</b>             | 98:12                | <b>rebecca</b> 86:18 | <b>recommend...</b>  | 24:14,15              | <b>relationships</b>  | 97:20                 |
| 233:4,16             | <b>radar</b> 233:6   | 100:22               | 86:20,22,24          | 135:12               | 25:2                  | 27:19 28:7            | 100:16                |
| <b>questions</b>     | <b>radio</b> 152:13  | 101:3                | <b>recall</b> 43:12  | <b>reconfigure</b>   | <b>reflection</b>     | <b>relatively</b>     | <b>rent</b> 47:13     |
| 11:25 12:5           | 155:15               | <b>real</b> 46:16    | 54:10                | 174:8                | 77:3                  | 173:25                | 234:15                |
| 12:7 37:6            | 180:7                | 80:10                | <b>receive</b>       | <b>reconvene</b>     | <b>reflects</b>       | 177:22                | <b>reorg</b> 93:4     |
| 42:9 43:9            | <b>rail</b> 231:10   | 109:14               | 156:24               | 238:24               | 195:19                | <b>release</b>        | <b>repeat</b> 171:5   |
| 72:18 73:4           | <b>raise</b> 140:21  | 118:14               | 209:23               | <b>record</b> 3:25   | <b>reform</b>         | 197:18                | <b>replace</b> 34:7   |
| 79:4 124:7           | 166:12               | 122:23               | 210:11,15            | 56:11 59:4           | 137:17                | <b>released</b> 5:3   | 34:24 88:9            |
| 124:11,13            | <b>ran</b> 115:14    | 167:23               | 211:3,9              | 141:13               | 228:22                | <b>relevance</b>      | 223:23                |
| 124:16               | <b>random</b>        | 220:12               | 230:15               | 164:2                | <b>regard</b>         | 132:23                | <b>replaced</b>       |
| 125:6                | 187:6                | 235:19               | <b>received</b>      | 207:14               | 190:22                | <b>relevant</b>       | 80:15                 |
| 141:13               | <b>range</b> 212:22  | <b>reality</b> 13:10 | 17:22 61:23          | 218:3                | 191:8,10              | 87:23                 | <b>replacement</b>    |
| 147:22               | <b>ranged</b> 66:9   | 61:22 62:4           | 69:16 223:5          | <b>recorded</b>      | 192:9 193:7           | <b>reliable</b> 196:8 | 151:9,11,13           |
| 148:12               | <b>rate</b> 5:10,14  | 62:15 70:8           | <b>reception</b>     | 186:2                | 195:25                | <b>relief</b> 87:7    | 151:16                |
| 149:4 154:7          | 39:23 40:4           | <b>realize</b> 154:6 | 204:7                | <b>records</b>       | 217:20                | <b>relinquish</b>     | <b>replacing</b>      |
| 154:10               | 59:6,16              | 166:18               | <b>recess</b> 218:24 | 179:19               | <b>regarding</b> 2:5  | 79:8                  | 88:8                  |
| 160:18,19            | 73:5,25              | 214:18               | 238:22               | <b>recreation</b>    | 205:6                 | <b>relocate</b>       | <b>replenished</b>    |
| 164:25,25            | 74:8 88:3            | <b>realized</b>      | <b>reciprocal</b>    | 199:14               | <b>region</b> 9:2     | 125:3                 | 87:12                 |
| 165:6                | 91:6 109:8           | 221:17               | 182:19               | 238:3                | 20:10                 | <b>rely</b> 138:3     | <b>report</b> 5:3     |
| 170:13               | 111:11,18            | <b>really</b> 13:12  | <b>recognize</b>     | <b>recruited</b>     | 233:14                | 235:24                | 16:21 39:17           |
| 195:5,6              | 166:6                | 13:14,14             | 122:3                | 125:11               | <b>regional</b> 7:9   | <b>remade</b> 82:21   | 96:20 97:2            |
| 202:6,15             | 230:22               | 20:7 22:3            | 213:17               | <b>recurrent</b>     | 27:19                 | 82:23                 | 128:4                 |
| 207:14               | <b>rates</b> 5:18    | 23:2 42:19           | <b>recognized</b>    | 165:14               | <b>registered</b>     | <b>remain</b> 86:4    | 138:23                |
| 218:17               | 70:10 109:2          | 44:3 46:18           | 36:19                | <b>recurring</b>     | 71:21                 | 86:13 88:23           | 143:21                |
| 225:11               | 111:4                | 61:14 63:5           | <b>recognizes</b>    | 234:13               | 220:16                | 91:16                 | 144:3,8               |
| 230:16               | <b>ratings</b> 34:22 | 74:19 89:3           | 16:25 20:20          | <b>recycled</b>      | <b>registry</b>       | <b>remap</b> 224:4    | 170:6,10              |
| 231:2                | <b>ratio</b> 75:4    | 103:5                | 26:16 29:6           | 175:21               | 71:17,17,19           | <b>remapping</b>      | 195:8,9               |
| 237:21               | 76:5,10,21           | 109:24               | 55:23 72:13          | <b>redevelopm...</b> | <b>regular</b> 79:19  | 224:7,14,18           | 197:6,19              |
| 238:21               | 81:16 82:3           | 111:2                | 85:4 92:23           | 78:7                 | 155:16                | 229:19                | 209:12                |
| <b>questlove</b>     | <b>ray</b> 156:15    | 114:11               | 105:10               | <b>reduce</b> 87:3   | 178:8                 | <b>remarks</b> 56:6   | 210:20                |
| 35:6                 | <b>raymond</b>       | 134:21               | 117:16               | 173:10               | <b>regulations</b>    | 190:9                 | <b>reporter</b>       |
| <b>quick</b> 43:8    | 156:19               | 135:2,6              | 132:25               | 174:9,20             | 98:23 99:3            | <b>remedy</b> 68:25   | 240:23                |
| 66:23 80:10          | <b>reach</b> 33:6    | 138:3                | 141:8                | <b>reduction</b>     | 220:10                | <b>remember</b>       | <b>reporting</b>      |
| 106:16               | <b>reached</b> 40:5  | 151:22               | 164:11               | 90:20                | <b>reimburse</b>      | 69:12                 | 66:6 123:18           |
| 124:10,13            | 65:23,25             | 155:18               | 170:20               | 172:16               | 180:16                | 183:11,13             | 150:15                |
| 128:8,18             | 197:25               | 194:25               | 189:22               | <b>reductions</b>    | <b>reimburse...</b>   | <b>remind</b>         | <b>reports</b> 5:13   |
| 154:10               | 210:17               | 201:11               | 197:13               | 87:8,13              | 18:12 19:14           | 109:18                | 138:24                |
| 165:12               | <b>reaching</b> 7:9  | 204:24               | 207:11               | <b>refer</b> 205:24  | <b>reinvestment</b>   | 207:15                | 139:3                 |
| <b>quicker</b>       | 12:17,23             | 211:13               | 213:24               | <b>reference</b>     | 226:12,25             | <b>removal</b>        | <b>represent</b>      |
| 102:21               | <b>react</b> 211:7   | 227:15               | <b>recommend</b>     | 12:11 13:4           | <b>related</b> 172:6  | 88:20                 | 142:14                |
| 134:5                | <b>reacting</b>      | 228:13               | 232:2                | 13:23 67:12          | <b>relates</b> 13:5,8 | <b>removes</b>        | 169:13                |
| <b>quickly</b> 97:13 | 231:14               | 229:7 231:4          | <b>recommend...</b>  | <b>referenced</b>    | 21:14 43:19           | 234:16                | 172:5                 |
| 104:22               | <b>reaction</b>      | <b>realtime</b>      | 35:11                | 12:15 43:9           | 44:13 50:18           | <b>render</b> 24:19   | <b>representat...</b> |
| 211:12,22            | 231:18               | 184:3,5,8,8          | <b>recommend...</b>  | 48:16 57:20          | 112:11                | <b>renew</b> 7:12     | 4:2,13,23             |
| 212:2                | <b>reactionary</b>   | 184:15,16            | 14:19 33:9           | 83:11                | <b>relating</b>       | <b>renewal</b>        | <b>representat...</b> |
| 214:20               | 231:18               | 185:13,16            | 33:19 35:18          | 203:13               | 36:23                 | 195:19                | 4:16                  |
| <b>quinonessa...</b> | <b>read</b> 2:8 3:14 | 185:24               | 193:3                | <b>referred</b>      | <b>relations</b> 22:8 | 196:12                | <b>representing</b>   |
| 1:15 92:24           | 172:23               | <b>reap</b> 123:24   | 220:11               | 80:11                | <b>relationship</b>   | 208:12                | 190:10                |
| <b>quite</b> 14:2    | <b>readers</b> 8:21  | <b>reason</b> 75:17  | 223:21,22            | 109:21               | 31:7 49:23            | <b>renewed</b>        | <b>represents</b>     |
| 51:23                | 9:3                  | 98:9 136:15          | 224:3 229:8          | <b>referring</b>     | 54:19                 | 223:3                 | 4:18 173:3            |
| 160:14               | <b>reading</b> 11:5  | 156:11               | 229:19               | 102:12               | 136:25                | <b>renovation</b>     | 174:5                 |
|                      | 171:10               |                      |                      |                      |                       |                       |                       |

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

Committee of the Whole  
April 14, 2015

Page 22

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 205:16<br><b>reproduction</b><br>240:20<br><b>repurpose</b><br>201:19<br><b>reputation</b><br>226:9<br><b>request</b> 4:17<br>21:11 38:11<br>93:7 216:17<br>221:2,3,5<br>221:12<br><b>requested</b><br>93:8 221:8<br><b>requesting</b><br>214:18<br><b>requests</b><br>200:11<br><b>require</b> 47:23<br>84:6 160:4<br><b>required</b><br>52:12 138:9<br>138:11<br>156:3 203:3<br><b>requirements</b><br>98:10 107:4<br>107:16<br>169:19<br><b>requiring</b><br>138:16<br>139:24<br><b>rescue</b> 86:23<br><b>research</b><br>65:10<br><b>reserved</b><br>185:6<br><b>reside</b> 77:4<br><b>residences</b><br>73:22<br><b>resident</b> 87:3<br><b>residential</b><br>73:13<br><b>residents</b><br>6:10 9:6,16<br>9:21 11:16<br>33:7<br><b>resolution</b><br>1:18 2:6,9<br>2:19<br><b>resort</b> 155:2<br><b>resource</b><br>45:25<br><b>resources</b> | 28:18,19<br>41:8 82:8<br>83:24<br>135:21<br>153:20<br>222:23<br>238:10<br><b>respect</b> 2:25<br>14:7 44:11<br>69:3,15<br>83:17 84:15<br>157:21<br>158:7 164:7<br><b>respective</b><br>77:6<br><b>respond</b><br>48:11<br>155:22<br><b>responded</b><br>163:18<br><b>responders</b><br>180:9,11<br><b>response</b><br>57:24,25<br>165:8<br>214:21<br>217:21,23<br>218:18<br><b>responses</b><br>44:3 83:12<br><b>responsibili...</b><br>207:23<br>202:14<br><b>responsibility</b><br>79:13 141:3<br>191:5<br><b>responsible</b><br>80:12<br>123:18<br>190:21<br>208:8<br><b>responsive</b><br>133:25<br><b>rest</b> 93:24<br>170:13<br>202:5<br>203:25<br><b>restate</b> 56:11<br><b>restaurant</b><br>13:24<br><b>restaurants</b><br>9:12<br><b>restoring</b> | 41:3<br><b>restriction</b><br>97:11<br><b>restrictions</b><br>96:24 99:12<br><b>restructuring</b><br>226:6<br><b>result</b> 51:17<br>98:25<br>131:19<br>221:7<br><b>resulting</b><br>152:24<br><b>resuming</b><br>219:3<br><b>retail</b> 6:14<br>13:24 40:23<br>48:5 49:2<br><b>retired</b><br>186:25<br><b>retirement</b><br>237:25<br><b>retiring</b><br>179:25<br><b>retool</b> 98:19<br>99:3<br><b>return</b> 110:19<br>228:5<br><b>returned</b> 7:3<br><b>reuse</b> 230:19<br><b>reused</b><br>175:21<br><b>revenue</b> 9:13<br>13:8 14:11<br>14:13,15<br>19:17<br>140:12<br>150:22<br>163:21<br>221:4,10,20<br><b>reverse</b><br>119:18<br>231:2<br><b>review</b> 103:7<br>125:16<br>187:7<br>211:12<br>212:13,14<br>220:15<br><b>reviewing</b><br>208:2<br><b>reviews</b> 151:3<br><b>revised</b> 2:21 | <b>revisit</b> 201:17<br>201:20<br><b>revitalize</b><br>82:5<br><b>reworked</b><br>107:22<br><b>rezoning</b><br>223:23<br><b>rfp</b> 67:21<br><b>rfps</b> 149:25<br>150:5<br><b>rhynhart</b><br>86:19,21,24<br>86:25 87:22<br>89:8,23<br>90:22<br><b>ridge</b> 45:20<br>48:16 101:2<br><b>ridiculous</b><br>64:24<br><b>right</b> 14:22<br>16:4 20:16<br>22:17 25:9<br>35:20 36:2<br>49:11,15<br>54:8 68:19<br>72:12 73:23<br>78:17 84:10<br>87:21 89:14<br>89:24 92:19<br>106:4 108:3<br>109:17<br>123:21<br>124:19<br>125:6 128:6<br>129:24<br>130:2<br>139:22<br>140:11<br>159:19<br>160:11,17<br>161:5<br>163:11,18<br>175:5,22<br>177:3,15<br>183:6<br>185:23<br>187:21<br>188:10<br>201:19<br>209:4<br>212:20,24<br>233:5 | 234:11<br>236:17<br>238:14<br><b>rights</b> 10:12<br>10:14,15<br><b>ring</b> 168:22<br><b>ripping</b><br>104:18<br><b>rise</b> 9:7<br>227:10<br><b>river</b> 94:23<br><b>rnc</b> 18:23<br>19:5,8<br><b>roads</b> 159:10<br><b>robust</b> 194:8<br><b>role</b> 14:7,18<br>15:13,19<br>16:3 44:22<br>50:16,25<br>54:17,25<br>191:8 193:7<br>209:12,13<br>224:24<br><b>rolling</b><br>156:13<br><b>room</b> 1:6 9:10<br>32:4 89:10<br>238:13,25<br><b>rooms</b> 15:5<br>15:12<br><b>rotation</b><br>186:24<br><b>rough</b> 19:19<br><b>roughly</b><br>93:18 95:21<br>183:3<br><b>round</b> 189:11<br><b>routers</b><br>152:14<br>180:19,22<br><b>routes</b> 181:2<br><b>row</b> 15:11<br><b>rpnrnotary</b><br>240:15<br><b>rule</b> 219:25<br><b>ruled</b> 68:22<br><b>rules</b> 106:3,6<br><b>run</b> 97:17<br>109:19<br>149:12<br>155:21<br>162:3<br>191:15 | <b>rung</b> 82:13<br>202:12<br><b>running</b> 53:8<br>91:22<br>153:17<br>188:18<br>214:13<br><hr/> <b>S</b> <hr/> <b>s</b> 126:16,17<br><b>sachs</b> 41:13<br><b>safety</b> 18:2<br>19:7,14<br>151:14,15<br>156:16<br>159:23<br>183:8<br><b>salaries</b><br>154:17<br><b>salary</b> 4:19<br><b>sale</b> 220:12<br><b>sales</b> 137:16<br><b>salute</b> 10:10<br><b>sanchez</b><br>92:25 93:15<br>93:25 94:10<br>94:21 95:5<br>95:9,13<br>96:2,8,12<br>97:7 99:10<br>101:20<br>102:22<br>103:14<br>105:2<br>124:12<br>127:11<br>133:2,3,7<br>134:25<br>135:5,10,16<br>137:4,8<br>138:8 139:2<br>140:2,16<br><b>save</b> 130:7<br>165:3 167:4<br>175:7<br><b>saving</b> 130:10<br>174:20<br><b>savings</b><br>130:11,13<br>174:6<br><b>saw</b> 58:7<br>78:21<br>140:10<br>166:20 | 195:23<br>226:24<br><b>saying</b> 12:9<br>50:3 81:23<br>89:2,17<br>91:22<br>122:16<br>142:23<br>143:5<br>163:24<br><b>says</b> 66:19<br>126:23<br><b>scale</b> 143:18<br>152:5 228:5<br><b>scales</b> 49:7<br><b>scenario</b><br>158:13<br>196:19<br>206:9<br><b>scenarios</b><br>199:8<br><b>schedule</b><br>34:19 35:22<br>35:23<br>204:16<br>215:15<br><b>scheduled</b><br>89:12,13<br>90:3 150:17<br>150:19,22<br>151:2,3,5,8<br>205:13<br>215:3,9<br>223:16<br><b>scheduling</b><br>194:19<br><b>school</b> 49:22<br>50:5,18,21<br>53:19<br><b>schools</b> 8:13<br>52:3,16<br>53:25,25<br>55:7 230:10<br><b>science</b> 52:20<br><b>sciences</b><br>130:24<br><b>scrap</b> 132:9<br><b>scratch</b><br>149:22<br><b>scrutiny</b><br>201:24<br><b>seamless</b> 47:5<br><b>search</b> 151:17 | <b>season</b> 139:5<br>140:7<br><b>seasonal</b><br>178:11<br><b>seated</b> 96:6<br>219:10<br><b>second</b> 9:24<br>12:21 15:10<br>15:17 16:14<br>55:4 56:16<br>82:12<br>108:15<br>113:16<br><b>secondrung</b><br>82:14<br><b>secret</b> 17:25<br><b>secretary</b><br>18:7,8<br><b>section</b><br>154:11<br>156:7<br><b>sections</b><br>230:13<br><b>sector</b> 42:18<br>54:5 70:12<br>168:8<br><b>sectors</b> 40:20<br>54:6 126:14<br><b>securing</b> 7:16<br><b>security</b> 17:9<br>17:10,18,23<br>17:25 18:8<br>31:17<br><b>see</b> 12:7,15<br>13:19 15:12<br>15:18 19:5<br>19:7 22:24<br>33:20 47:9<br>47:11 54:8<br>55:8 63:18<br>65:11 71:20<br>74:21 79:16<br>83:13 89:21<br>90:20 91:13<br>109:25<br>110:11<br>112:3,4,6<br>112:19,20<br>120:22<br>124:11<br>131:5,8<br>133:16<br>135:21 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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

Committee of the Whole  
April 14, 2015

Page 23

|                      |                      |                          |                      |                       |                       |                       |                       |
|----------------------|----------------------|--------------------------|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 169:19,20            | 215:12               | 138:10                   | 68:12                | sign 77:25            | 155:21                | smoothing             | sounds 35:10          |
| 178:23,25            | <b>separately</b>    | 149:14,20                | <b>sheltering</b>    | 167:15                | <b>six</b> 2:12 38:19 | 118:21                | 39:14                 |
| 200:17               | 32:14                | 150:8                    | 68:21                | <b>signature</b>      | 55:12                 | <b>smoothly</b>       | <b>source</b> 67:6    |
| 201:2                | <b>separating</b>    | 151:24                   | <b>shelters</b>      | 124:23                | 145:12                | 153:17                | 67:13 69:6            |
| 213:19               | 107:9                | 152:23                   | 104:20               | <b>signed</b> 4:21    | 175:18                | <b>snapshot</b>       | 69:13                 |
| 217:3 222:2          | <b>separation</b>    | 159:8,12,17              | <b>shes</b> 126:25   | <b>significant</b>    | 194:19                | 112:9                 | 102:23                |
| 225:18,23            | 158:13               | 168:13                   | <b>shifts</b> 225:23 | 8:7 14:11             | 205:12                | <b>social</b> 137:23  | <b>sources</b>        |
| 228:4                | <b>septa</b> 182:13  | 197:5                    | 230:11               | 16:6 43:16            | 209:13                | <b>society</b> 41:23  | 176:17                |
| 231:16               | 182:15               | 199:23                   | <b>shop</b> 46:20    | 67:19 83:23           | 215:6,8               | <b>software</b>       | <b>sourcing</b>       |
| 232:18               | <b>september</b>     | 206:7                    | 237:3                | 130:21                | 217:13                | 149:19                | 67:15                 |
| 237:14               | 12:22                | 237:11,14                | <b>shopping</b>      | 150:7                 | <b>sixers</b> 213:20  | 188:20                | <b>space</b> 20:12    |
| 238:8                | <b>series</b> 9:12   | <b>serving</b> 191:9     | 6:21 48:7            | 187:13                | <b>size</b> 128:15    | <b>solar</b> 233:23   | 73:6,12               |
| <b>seeing</b> 48:4   | 11:5 52:10           | <b>session</b> 213:2     | 237:13               | <b>significantly</b>  | <b>skilled</b> 50:14  | <b>sold</b> 9:9 78:12 | 174:8                 |
| 49:19 184:9          | 52:13 190:5          | 214:6                    | <b>shops</b> 111:15  | 69:22                 | <b>skills</b> 51:24   | <b>sole</b> 67:6,13   | 217:19                |
| 218:19               | 223:8                | <b>set</b> 35:21,22      | <b>short</b> 48:3    | 165:17                | 52:6,21,21            | 67:15 69:6            | 234:15,17             |
| 237:21               | <b>serious</b> 45:15 | 95:7 98:11               | 203:11               | <b>silent</b> 72:21   | 52:25 155:5           | 69:13                 | 234:17                |
| <b>seek</b> 234:16   | <b>seriously</b>     | 115:14                   | 207:19               | <b>similar</b>        | <b>skyline</b>        | <b>soliciting</b>     | <b>spaces</b> 228:8   |
| <b>seeking</b> 18:4  | 231:20               | 117:19,25                | 214:19               | 151:22                | 235:20                | 12:18                 | <b>speak</b> 89:25    |
| 214:9                | <b>serve</b> 15:18   | 118:2,14,18              | 218:24               | 177:9 206:5           | <b>skyscraper</b>     | <b>somebody</b>       | 91:3 99:22            |
| 216:14               | 16:4 169:12          | 159:10                   | <b>shortened</b>     | <b>simple</b> 13:10   | 78:20                 | 81:16 109:7           | 184:10                |
| <b>seeks</b> 28:13   | 191:16               | 163:23                   | 217:4                | 118:14                | <b>skyscrapers</b>    | 161:2                 | 225:17                |
| <b>seen</b> 43:21    | 195:14               | 165:21                   | <b>shorthand</b>     | 121:12                | 79:6 83:8,9           | 185:14                | 234:22                |
| 98:24 139:3          | 196:9                | 195:15                   | 227:24               | 188:24                | <b>sledge</b> 116:16  | 238:12                | <b>speaking</b>       |
| 139:20,21            | <b>served</b> 41:14  | 212:6                    | <b>shortly</b>       | <b>simply</b> 65:15   | <b>slots</b> 34:17    | <b>somewhat</b>       | 108:10                |
| 140:5                | <b>servers</b> 152:9 | <b>sets</b> 152:20       | 197:21               | 80:21 95:4            | 52:11                 | 48:15 54:9            | 148:19                |
| 215:15               | 152:9                | 152:21                   | <b>shot</b> 25:11    | 211:17                | <b>slow</b> 103:12    | 164:6                 | 168:17,20             |
| 227:7                | 160:25               | <b>seven</b> 25:5,7      | <b>shouldnt</b>      | <b>sincere</b> 42:24  | 103:15                | <b>soon</b> 16:22     | <b>speaks</b> 82:6    |
| <b>sell</b> 82:15    | 162:19               | 112:17                   | 230:19               | <b>sincerely</b>      | <b>slowed</b> 73:15   | 107:19                | 222:11,12             |
| 119:5                | 166:15               | 173:5,24                 | <b>show</b> 53:19    | 72:25                 | 73:25                 | 168:23                | <b>special</b> 13:13  |
| <b>selma</b> 10:14   | 173:9,10,14          | 175:8                    | 109:11               | <b>sincerity</b>      | <b>slower</b> 171:6   | <b>sorry</b> 23:5     | 17:23 57:21           |
| <b>semester</b>      | 173:15,17            | <b>seventh</b> 161:3     | 116:10               | 172:3                 | <b>small</b> 40:12    | 55:19 56:16           | 166:19                |
| 225:6                | <b>service</b> 17:25 | 202:18                   | 184:25               | <b>single</b> 13:24   | 41:9,13,15            | 74:12 83:14           | 228:9                 |
| <b>send</b> 33:18    | 39:5 72:19           | <b>seventy</b> 120:12,15 | <b>showcases</b>     | 33:13 39:19           | 47:8 77:10            | 94:8,12               | <b>specific</b> 51:24 |
| 216:3                | 73:2 95:12           | <b>seventy</b> 120:12,15 | 11:7                 | 56:20                 | 78:6,12               | 122:9,12              | 51:24 52:6            |
| <b>sends</b> 137:25  | 95:14                | <b>sexy</b> 235:19       | <b>showcasing</b>    | 137:16                | 85:11 94:17           | 127:9,12,17           | 52:25 56:10           |
| <b>senior</b> 38:2,5 | 168:16,18            | <b>shaping</b>           | 6:13                 | 192:14                | 98:4 99:8             | 129:7                 | 71:9 111:4            |
| 238:5                | 168:21               | 224:24                   | <b>showing</b>       | <b>sir</b> 42:22      | 130:23                | 145:24                | 124:16                |
| <b>sense</b> 13:15   | 169:2 189:9          | <b>share</b> 64:10       | 24:17 44:17          | 120:20                | 137:13                | 146:25                | 166:19                |
| 61:14 88:5           | 195:25               | 71:11,16                 | <b>shown</b> 204:10  | 121:25                | 140:24                | 168:19                | 231:24                |
| 88:7 173:22          | 196:5                | 105:8                    | <b>shows</b> 40:6    | 122:20                | 172:9                 | 181:11                | <b>specifically</b>   |
| 182:7                | 226:10               | 216:15                   | 96:5 200:18          | 185:8                 | 188:24                | 188:6 189:6           | 25:18 35:17           |
| 225:16               | 227:25               | <b>shared</b>            | <b>shy</b> 57:2      | 186:16                | 228:5                 | 198:14                | 35:21 57:5            |
| <b>sensitive</b>     | <b>services</b>      | 152:22                   | <b>side</b> 19:13,13 | 187:19                | <b>smaller</b> 90:13  | 216:5 236:4           | 80:3 138:12           |
| 151:15               | 22:20 24:19          | <b>sharp</b> 90:20       | 19:22,23             | <b>sister</b> 212:10  | <b>smallscale</b>     | <b>sort</b> 36:22     | 139:24                |
| <b>separate</b> 24:6 | 29:14,18,19          | <b>sharpe</b>            | 47:16,17             | <b>sit</b> 162:5      | 97:20                 | 87:11 99:23           | 203:7                 |
| 24:7 125:6           | 29:21 30:20          | 219:17                   | 51:15,22             | <b>sits</b> 84:12     | <b>smart</b> 178:7    | 104:12,14             | <b>speed</b> 214:14   |
| 157:21               | 67:9 68:17           | 227:21                   | 53:4 117:2           | <b>sitting</b> 116:25 | <b>smartphones</b>    | 107:20                | <b>spend</b> 99:6     |
| 158:4 159:9          | 69:23 70:9           | 232:7,7                  | 142:19,19            | 161:16,21             | 152:12                | 108:8,12              | <b>spending</b>       |
| 159:10               | 70:16,23             | 238:19                   | 144:3,3              | 199:6                 | 178:3,5,13            | 134:23                | 3:16                  |
| 162:14               | 71:23,25             | <b>sharswood</b>         | 159:23               | <b>situation</b> 88:3 | 179:2,4               | 138:4                 | <b>spent</b> 47:24    |
| 163:20,23            | 94:25                | 45:18                    | <b>sides</b> 65:3    | 155:19                | <b>smooth</b>         | 209:17                | 97:25 134:8           |
| 164:21               | 116:16,19            | <b>shelter</b> 68:14     | <b>sidewalks</b>     | 233:25                | 115:21                | <b>sound</b> 35:5     | 154:12                |
| 189:17               | 123:3,6              | <b>sheltered</b>         | 104:18               | <b>situations</b>     | 119:9                 | 219:24                | 156:12                |

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

Committee of the Whole  
April 14, 2015

Page 24

|                       |                      |                       |                       |                       |                      |                   |                       |
|-----------------------|----------------------|-----------------------|-----------------------|-----------------------|----------------------|-------------------|-----------------------|
| 157:7,7,10            | <b>staffers</b>      | 123:17,19             | 99:14                 | <b>strengths</b>      | 38:10                | 166:4             | 208:4                 |
| 158:11,22             | 222:10               | 157:2,16,18           | 100:13                | 225:20                | <b>subscribers</b>   | 168:10            | <b>surprise</b>       |
| <b>spillover</b>      | <b>staffing</b>      | <b>stated</b> 215:18  | 108:15                | <b>stretched</b>      | 152:14               | <b>support</b>    | 169:6,7               |
| 226:13                | 221:14               | <b>statement</b>      | <b>stories</b> 52:11  | 153:14                | 180:8                | 14:12 27:8        | <b>surprised</b>      |
| <b>split</b> 177:14   | <b>stage</b> 7:5,20  | 38:8 114:14           | <b>storing</b>        | <b>strive</b> 196:4   | 204:24               | 27:11 38:18       | 115:5                 |
| <b>spoke</b> 197:19   | 31:16,17             | <b>states</b> 7:21    | 173:20                | <b>strong</b> 72:20   | <b>suburban</b>      | 38:22 44:14       | 198:11,13             |
| 198:7                 | 32:25 34:2           | 20:3                  | <b>story</b> 139:12   | 99:5 228:3            | 237:12               | 50:23             | <b>surrounding</b>    |
| <b>spokesmen</b>      | 34:10,14,15          | <b>station</b> 34:3   | <b>strategically</b>  | 237:10                | <b>suburbs</b>       | 153:22,22         | 49:21                 |
| 58:15                 | 35:4,5,6,14          | 35:25                 | 149:15                | <b>stronger</b>       | 49:21                | 153:25            | <b>surveillance</b>   |
| <b>sponsor</b> 24:9   | <b>stages</b> 34:10  | 202:18                | 182:8                 | 136:23                | <b>success</b> 49:13 | 178:12            | 152:16                |
| <b>sponsors</b>       | 34:18 35:2           | 203:8                 | <b>strategy</b>       | <b>structure</b>      | 109:2,4,12           | <b>supported</b>  | 155:15                |
| 22:13,13,15           | 35:7                 | <b>stations</b> 32:12 | 82:18                 | 102:7                 | 109:13               | 36:21 97:23       | 181:9,17              |
| 28:6,9                | <b>stakeholder</b>   | <b>statistics</b>     | 137:15,18             | 103:25                | 110:11               | <b>supporting</b> | <b>survey</b>         |
| <b>sponsorship</b>    | 103:11               | 124:15                | 138:15                | <b>struggling</b>     | 124:14               | 94:20             | 111:16                |
| 22:21                 | <b>stakeholders</b>  | <b>stats</b> 187:12   | 149:18,20             | 159:3                 | <b>successes</b>     | <b>supports</b>   | <b>surveys</b>        |
| <b>spot</b> 94:9      | 102:3                | <b>status</b> 96:20   | 154:23                | 236:13                | 110:13               | 93:23             | 194:10,10             |
| <b>spotlight</b> 7:25 | 138:17               | <b>stay</b> 57:18     | <b>strawberry</b>     | <b>students</b> 8:12  | <b>successful</b>    | 158:20            | <b>survive</b>        |
| 17:13                 | 153:4                | 187:17                | 12:21                 | <b>studies</b> 114:7  | 8:10 48:17           | <b>sure</b> 17:20 | 201:23                |
| <b>spots</b> 201:12   | 180:13               | <b>stayed</b> 227:4   | <b>streamline</b>     | 114:10                | 51:12                | 18:16 25:15       | <b>suspect</b> 36:17  |
| <b>spread</b> 46:4    | 192:12               | <b>stays</b> 87:18    | 134:2                 | <b>studio</b> 202:24  | 104:23               | 25:21 27:20       | <b>suspended</b>      |
| 203:25                | 224:17               | 173:25                | <b>streamlined</b>    | 203:12,12             | 126:12               | 34:10 43:22       | 98:21                 |
| <b>spreadsheet</b>    | <b>stand</b> 210:5   | <b>steadfast</b>      | 103:19                | 204:4                 | 127:3                | 44:9 45:5         | 105:17                |
| 71:19                 | 214:20               | 128:22                | 133:16                | <b>study</b> 118:3,6  | <b>successfully</b>  | 47:5 55:6         | 106:2                 |
| <b>spring</b> 225:3   | 238:22               | <b>stem</b> 44:15     | <b>streamlines</b>    | 118:15,18             | 124:24               | 56:12 57:17       | <b>suspending</b>     |
| 226:16                | <b>standards</b>     | 52:19                 | 135:13                | 118:22,25             | <b>suggest</b>       | 69:24 70:5        | 105:15                |
| <b>square</b> 48:18   | 108:11               | <b>stenographer</b>   | <b>street</b> 48:5    | 119:11                | 125:22               | 75:2 96:7         | <b>sustain</b>        |
| 55:12                 | <b>stands</b> 214:21 | 218:25                | 62:8,18,23            | 121:24,24             | <b>suggestion</b>    | 96:10 97:6        | 201:11                |
| 202:21                | <b>start</b> 33:14   | <b>stenographic</b>   | 63:2,12               | 134:22                | 134:21               | 99:4 106:12       | <b>sustainability</b> |
| <b>squilla</b> 1:15   | 35:13,14             | 240:6                 | 65:10,23              | 143:20                | <b>suggestions</b>   | 110:17            | 82:7 109:16           |
| <b>squillas</b> 78:21 | 47:9,13              | <b>stenton</b>        | 66:4,9,14             | <b>stuff</b> 27:7     | 11:12                | 127:19            | <b>sustainable</b>    |
| <b>stacked</b>        | 56:5 100:22          | 100:22                | 69:11 81:15           | 82:14                 | 159:20               | 128:20            | 201:22                |
| 112:19                | 101:4 113:3          | <b>step</b> 135:3,4   | 81:16,21,25           | 104:14                | <b>summary</b>       | 137:21            | <b>sustained</b>      |
| <b>staff</b> 21:5     | 119:18               | 236:21                | 82:22                 | 108:21                | 197:24               | 140:11            | 56:8                  |
| 38:5 93:23            | 125:13               | <b>stepping</b>       | 100:20,21             | 136:3 161:5           | <b>summer</b>        | 154:22            | <b>swain</b> 127:4    |
| 94:16 95:22           | 135:6,17             | 55:16                 | 100:25                | 161:9 167:3           | 11:14                | 156:5,14,18       | 127:16                |
| 99:18                 | 157:11               | <b>steps</b> 193:22   | 101:5,6               | 169:25                | 150:18,20            | 158:10            | <b>switch</b> 151:14  |
| 101:23                | 164:24               | 194:24                | 104:15                | 200:20                | 210:4                | 160:6,14          | 186:9                 |
| 131:2                 | 204:11               | 210:20                | 108:23,23             | <b>subaru</b> 27:16   | <b>summit</b> 8:3,3  | 161:20            | <b>switches</b>       |
| 134:24                | 208:16               | 236:7                 | 114:11                | <b>subcontract...</b> | 8:8                  | 162:3             | 152:14                |
| 153:6,10              | 230:9 231:5          | <b>stimulus</b> 17:8  | 129:2 131:6           | 152:19                | <b>sunset</b> 89:12  | 172:22,25         | 180:23                |
| 162:11                | <b>started</b> 69:17 | <b>stop</b> 91:9      | 228:15                | 189:8,15              | 90:3,6               | 180:22            | <b>switchout</b>      |
| 164:16,16             | 108:5                | 99:2 174:4            | 230:22                | <b>subdivision</b>    | <b>sunsets</b> 89:22 | 188:21            | 179:2                 |
| 164:18                | 114:10               | 182:8 200:9           | 231:12                | 220:10                | <b>supermarket</b>   | 189:14            | <b>system</b>         |
| 165:9,13,23           | 126:24               | <b>storage</b>        | <b>streets</b> 180:11 | <b>subject</b> 57:19  | 46:23 48:18          | 191:3,13          | 101:10                |
| 166:5,22              | 129:13,15            | 152:10                | <b>streetscape</b>    | <b>subjectmatt...</b> | <b>supermark...</b>  | 195:18            | 124:25                |
| 169:18                | 157:3,4              | 173:18                | 101:9                 | 194:12                | 49:5                 | 200:23            | 150:13,14             |
| 170:4                 | 207:17               | 233:15                | 102:16                | <b>submit</b> 58:20   | <b>supervision</b>   | 205:15,23         | 150:15,17             |
| 171:17,18             | 209:19               | <b>store</b> 46:23    | 236:25                | 143:25                | 240:22               | 207:6,17          | 151:5,10,12           |
| 192:19,24             | <b>starting</b>      | 100:16                | <b>strengthen</b>     | 170:13                | <b>supplement</b>    | 211:25            | 151:18,19             |
| 221:22                | 129:9                | 108:8                 | 48:21,25              | <b>submits</b> 97:9   | 8:18                 | 212:3             | 151:19                |
| 222:5                 | <b>state</b> 95:10   | <b>storefront</b>     | 237:16                | <b>submitted</b> 3:2  | <b>supplied</b>      | 216:12            | 156:11                |
| 224:15                | 100:7                | 41:4 47:13            | <b>strengtheni...</b> | 166:21                | 165:15               | 236:3             | 158:3                 |
| 231:21                | 106:18               | 97:18,22              | 154:4                 | <b>submitting</b>     | <b>supply</b> 117:9  | <b>surfaced</b>   | 159:24                |

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

Committee of the Whole  
April 14, 2015

Page 25

|                      |                     |                       |                       |                      |                     |             |                       |
|----------------------|---------------------|-----------------------|-----------------------|----------------------|---------------------|-------------|-----------------------|
| 162:3,14             | 228:21              | 86:12 87:3            | 152:10                | 142:19,24            | 58:19 66:20         | 18:3 19:21  | 184:14                |
| 163:20,24            | 240:6               | 87:4,7,13             | 173:24                | 192:22               | 66:22 68:2          | 23:25 29:2  | 186:24                |
| 188:23               | <b>takes</b> 85:21  | 88:10,16,21           | 194:10                | 193:24               | 69:4 72:12          | 29:23 33:23 | 188:8,9               |
| 200:16               | <b>talent</b> 10:22 | 88:22,24              | <b>television</b>     | 209:16               | 72:15,19,25         | 34:5,22     | 192:7 200:4           |
| 201:11               | 33:7 34:6           | 89:5,16,21            | 32:12 34:3            | 211:19               | 80:6,9 83:3         | 35:11 36:8  | 200:6 204:4           |
| 204:15               | 136:23              | 90:12,17,21           | 34:21 35:25           | <b>test</b> 50:4,10  | 85:3,6              | 39:8 45:19  | 211:5                 |
| <b>systems</b>       | 155:4,17            | 91:6 92:12            | 202:25                | 50:13                | 92:19,20,22         | 46:8 55:6   | 216:22                |
| 149:12               | <b>talk</b> 12:8,19 | 92:18                 | <b>tell</b> 14:14     | <b>testified</b>     | 92:25               | 59:13 60:10 | 228:14                |
| 150:3                | 29:24 44:12         | 137:13                | 29:13 51:5            | 183:19               | 105:12              | 60:13 61:20 | 229:16                |
| 157:21               | 44:21 45:3          | 139:5 140:7           | 59:25 97:12           | 198:23               | 108:17              | 66:13 70:3  | 232:10                |
| 160:4,6,7            | 49:18,22            | 150:22                | 111:2,6,12            | <b>testify</b> 4:3   | 111:22              | 75:15 81:8  | 233:4                 |
| 160:14               | 70:7 84:10          | 188:23                | 129:23                | 84:5 148:22          | 112:8               | 83:10 87:8  | 236:21                |
| 164:21               | 85:11               | <b>taxes</b> 140:21   | 138:11                | 225:10               | 115:10,12           | 89:8,17     | <b>themes</b>         |
| 168:25               | 118:21              | 167:23                | 139:11,12             | <b>testifying</b>    | 121:18,21           | 91:22 94:16 | 234:24                |
|                      | 133:19              | <b>teach</b> 51:23    | 158:5                 | 107:2                | 121:22              | 94:20 95:3  | <b>theres</b> 16:3    |
|                      | 165:9 170:4         | 52:6,25               | 172:15                | 123:16               | 122:2 124:2         | 97:10 101:9 | 16:17 27:23           |
| <b>T</b>             | 189:12              | <b>teaching</b> 50:7  | 173:7                 | 125:15               | 124:8               | 101:22      | 34:13,14,14           |
| <b>t</b> 179:14      | 202:16              | 50:9                  | 212:24                | <b>testimony</b>     | 125:17              | 102:17      | 47:6,7 49:3           |
| <b>table</b> 3:23    | <b>talked</b> 12:12 | <b>team</b> 22:17     | 225:18                | 11:22,24             | 127:23              | 103:22      | 50:19 52:10           |
| 35:3 37:14           | 43:14 56:7          | 126:15,22             | <b>telling</b> 181:19 | 12:4 21:13           | 129:6,7             | 104:7 106:8 | 54:24 69:20           |
| 86:17 148:4          | 90:8 93:4           | 148:24                | <b>ten</b> 52:11      | 30:4 33:5            | 141:4,5,7           | 106:11,20   | 82:2 86:18            |
| 207:3 219:8          | 99:13               | 180:3 203:6           | 73:10 97:2            | 37:8 49:19           | 141:10,12           | 106:23      | 94:24 96:16           |
| <b>tablets</b> 152:8 | 105:15              | <b>tear</b> 175:23    | 135:17                | 56:7 57:20           | 147:12,20           | 111:13      | 98:7 100:6            |
| 173:2                | 108:20              | <b>tech</b> 49:20     | 216:25                | 59:4 77:2            | 147:22,23           | 113:20      | 103:10                |
| <b>tailored</b>      | 196:20              | 50:20,24              | 228:14                | 79:12 82:25          | 154:5,10            | 114:14      | 119:23,24             |
| 68:24                | 230:18              | 127:16                | <b>tend</b> 67:22     | 83:11,17             | 164:9,13            | 119:11,24   | 120:25                |
| <b>take</b> 24:5     | <b>talking</b> 22:3 | 191:22                | <b>tenpage</b>        | 105:23               | 167:19              | 122:23      | 128:8,18              |
| 25:11 31:5           | 34:11 52:2          | <b>technical</b>      | 197:23                | 106:15               | 170:19,22           | 124:11      | 130:3                 |
| 50:4 60:4            | 54:12 65:16         | 81:5 136:12           | <b>tenure</b> 165:22  | 110:3 148:9          | 170:24              | 129:24      | 133:13                |
| 73:19 98:8           | 69:3,5 70:3         | 138:5 228:6           | <b>tenyear</b>        | 171:3,7              | 189:19,21           | 130:2 131:2 | 161:20                |
| 102:13,15            | 81:12 91:10         | <b>technically</b>    | 111:19                | 200:18               | 189:24              | 131:11      | 164:17                |
| 103:25               | 96:15,24            | 205:24                | 216:16                | 218:20               | 197:8,10,12         | 132:3,4,21  | 167:3 174:8           |
| 108:14               | 120:6,7             | <b>technology</b>     | <b>tenyear</b> dow... | 219:4,11             | 197:15              | 134:5,9     | 174:19                |
| 110:24               | 131:16              | 52:20 127:4           | 230:6                 | 238:18               | 198:6               | 135:14      | 183:4,7               |
| 134:22               | 132:8               | 148:20                | <b>term</b> 195:21    | <b>testing</b> 49:25 | 201:25              | 137:5,6     | 184:12                |
| 136:8                | 133:25              | 149:10,23             | 206:23                | 51:4                 | 202:7,8             | 138:15,19   | 185:15                |
| 139:17               | 201:2               | 152:6 158:3           | 216:23                | <b>tests</b> 50:5    | 207:12              | 138:25      | 187:9,10              |
| 148:12               | 216:10              | 169:11                | <b>terminal</b>       | <b>thank</b> 3:12    | 213:13,14           | 143:18      | 191:23                |
| 154:7                | <b>talks</b> 123:12 | 190:7,11,12           | 130:2                 | 11:23 12:4           | 213:15              | 144:7,14,15 | 192:11,14             |
| 166:23               | <b>target</b> 17:15 | 190:23                | <b>terminate</b>      | 17:3 20:17           | 218:13,15           | 144:17      | 199:5                 |
| 172:2                | 82:8 111:10         | 191:10,15             | 86:13                 | 20:19,22             | 218:20,21           | 145:9       | 201:16                |
| 181:10               | <b>targeted</b>     | 191:20                | <b>terminates</b>     | 21:8 26:10           | 219:9 225:9         | 154:15      | 211:4 212:7           |
| 184:23               | 40:25 157:6         | 192:10                | 86:6                  | 26:11,15,18          | 225:13              | 158:21,25   | 215:7 217:4           |
| 214:11,15            | <b>tasco</b> 1:16   | 193:11                | <b>terms</b> 14:15    | 26:22 28:23          | 238:15,17           | 161:4 162:9 | 236:17                |
| 224:23               | <b>task</b> 44:19   | <b>technologyr...</b> | 21:16,25              | 29:5,8               | 238:19              | 166:24      | <b>theyll</b> 130:8,9 |
| 230:6                | 51:17 54:14         | 157:22                | 22:3 23:13            | 35:18 36:10          | 239:2               | 169:22      | 130:10,11             |
| 231:20               | 140:3,4             | <b>teed</b> 39:11     | 23:24 25:7            | 36:14 37:5           | <b>thankful</b>     | 170:16      | 208:23                |
| 233:20               | <b>tax</b> 14:12    | 189:4                 | 25:20,24              | 37:7,9               | 82:24               | 171:6,21,23 | <b>theyre</b> 22:17   |
| 234:21               | 29:25 57:21         | <b>telecommu...</b>   | 33:25 45:25           | 38:15,16             | <b>thanks</b> 26:24 | 173:11,14   | 28:16 47:5            |
| <b>takeaways</b>     | 57:23 58:8          | 152:15                | 46:2 87:16            | 39:5 42:11           | 164:23              | 174:23      | 50:3,13               |
| 195:7                | 85:13,20,21         | 180:19,25             | 91:15 97:12           | 42:11,16,21          | 219:18              | 175:3,6,11  | 51:23 52:21           |
| <b>taken</b> 20:2    | 85:22 86:2          | 181:4,6               | 119:2,13              | 48:11 51:8           | <b>thats</b> 8:21   | 176:10      | 58:10 78:21           |
| 67:2 92:5            | 86:3,4,5,12         | <b>telephone</b>      | 141:15                | 55:18,25             | 12:14 15:16         | 179:5       | 83:16 84:6            |
| 104:2                |                     |                       |                       |                      |                     |             |                       |
| 151:22               |                     |                       |                       |                      |                     |             |                       |

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

Committee of the Whole  
April 14, 2015

Page 26

|                     |                    |                     |                      |                      |                      |                        |                      |
|---------------------|--------------------|---------------------|----------------------|----------------------|----------------------|------------------------|----------------------|
| 84:20 99:20         | 235:22             | 194:5,23            | 236:12               | 212:18               | 173:3                | <b>transform</b>       | 123:10               |
| 116:25              | 236:25             | 195:10,16           | <b>throw</b> 63:21   | 214:19               | <b>topic</b> 85:11   | 229:11                 | 148:8 155:5          |
| 128:10              | <b>think</b> 13:13 | 195:23              | 64:3                 | <b>times</b> 65:19   | 192:13               | <b>transforma...</b>   | 155:19,23            |
| 130:5,14,15         | 14:3 15:3          | 200:4,9             | <b>throwing</b>      | 90:16                | <b>topics</b> 225:6  | 229:22                 | 170:2                |
| 130:18,19           | 16:3,13,21         | 201:16,18           | 115:20               | 109:22               | <b>total</b> 5:16    | <b>transforming</b>    | 194:23               |
| 130:24              | 17:5,10            | 202:11,19           | <b>thrust</b> 14:17  | 157:19               | 9:22 24:24           | 229:9                  | 196:6                |
| 132:21              | 25:10 33:23        | 204:22              | <b>thursday</b>      | 160:24               | 60:25 61:3           | <b>transit</b> 235:4   | 199:24               |
| 139:18              | 42:7 45:6          | 207:2               | 194:14               | 165:25               | 70:25 71:2           | <b>transition</b>      | 200:3                |
| 140:13              | 46:6,8,16          | 208:18              | <b>tide</b> 44:16    | 174:18               | 119:12,13            | 232:20                 | <b>trying</b> 24:23  |
| 167:13              | 47:11 48:14        | 226:17              | <b>tie</b> 109:14    | 204:15               | 142:14               | <b>transitorien...</b> | 35:20 64:10          |
| 168:22              | 48:21 49:3         | 227:14              | <b>tied</b> 96:19    | 215:25               | 145:3,3              | 230:20                 | 101:25               |
| 177:11              | 51:10,13           | 228:2,4,11          | <b>tighter</b>       | <b>timetable</b>     | 176:6                | <b>transparency</b>    | 102:9                |
| 178:10              | 53:15 54:18        | 228:12,14           | 212:18               | 211:18,20            | 178:22               | 84:15                  | 103:17               |
| 184:8               | 54:24 57:2         | 228:17,19           | <b>time</b> 6:21 7:8 | 215:16               | 183:13               | 116:22                 | 104:7 105:5          |
| 185:18              | 58:12,17           | 229:4,16            | 15:2,10              | <b>timetables</b>    | 215:7 224:7          | 149:23                 | 110:17               |
| 199:10,17           | 59:2 66:24         | <b>thinkers</b>     | 19:3 34:14           | 230:3                | 232:18               | <b>transportat...</b>  | 164:15,20            |
| 201:13              | 67:4 69:20         | 225:15              | 35:17 45:19          | <b>tinker</b> 231:5  | <b>totally</b> 21:10 | 128:9                  | 218:10               |
| 215:13              | 71:8 73:9          | 230:2               | 47:24 48:4           | <b>tioga</b> 129:25  | <b>totals</b> 112:18 | 129:21                 | <b>tuesday</b> 1:7   |
| 229:15              | 75:6,17            | 235:25              | 92:4 101:21          | <b>tip</b> 35:11     | <b>touch</b> 150:6   | 231:7,9                | <b>turn</b> 42:8     |
| 230:15              | 85:14,18           | <b>thinking</b>     | 101:23               | <b>tirelessly</b>    | 162:16               | 237:19                 | 55:22                |
| 232:3 234:9         | 88:22 89:23        | 22:18,22            | 102:14,17            | 153:16               | <b>tough</b> 155:19  | <b>travel</b> 131:19   | 191:16               |
| <b>theyve</b>       | 90:5,18,23         | 27:8 153:19         | 105:3                | <b>title</b> 120:22  | <b>tour</b> 55:9     | 237:12                 | <b>turned</b>        |
| 140:13              | 91:2,5,11          | 183:16              | 109:20,24            | <b>titles</b> 2:9    | <b>tourism</b> 13:9  | <b>traveled</b>        | 163:20               |
| <b>thing</b> 19:2   | 91:12,24           | 229:13              | 110:24               | <b>today</b> 3:12,25 | <b>touted</b> 67:17  | 157:19                 | <b>tv</b> 202:21,22  |
| 48:12 49:6          | 92:3,10,12         | <b>thinks</b> 53:9  | 133:13               | 4:4 11:24            | <b>tpcs</b> 6:15,18  | <b>traveler</b> 6:20   | <b>tweak</b> 102:9   |
| 53:18 68:21         | 92:13,16           | <b>third</b> 15:4   | 136:4,14             | 26:23 37:25          | <b>track</b> 134:23  | <b>tree</b> 7:2,14     | <b>tweaking</b>      |
| 70:14 81:25         | 96:12 98:21        | 126:15              | 148:15               | 66:10 83:12          | 151:13               | <b>tremendous</b>      | 236:14               |
| 92:7 135:23         | 99:5 101:14        | 130:22              | 150:25               | 105:23               | 169:25               | 21:6 40:9              | <b>twentyfive</b>    |
| 195:11,12           | 102:4              | <b>thirdparty</b>   | 153:7                | 106:16               | 228:19               | <b>trend</b> 228:7     | 173:5                |
| 195:13              | 103:13             | 102:19              | 157:14,14            | 108:18,25            | <b>tracks</b> 188:24 | <b>trends</b> 226:17   | <b>twentysix</b>     |
| <b>things</b> 12:12 | 108:24             | <b>thirtyone</b>    | 157:24,25            | 148:22,25            | <b>traditional</b>   | 238:9                  | 173:23               |
| 13:13 14:3          | 110:11             | 173:9               | 160:19,19            | 149:25               | 27:13                | <b>trickled</b>        | <b>twice</b> 79:21   |
| 21:25 31:3          | 123:11             | <b>thoroughly</b>   | 172:13               | 162:15               | <b>traditionally</b> | 81:24                  | <b>two</b> 4:11 6:21 |
| 36:24 39:11         | 127:16             | 52:19               | 174:2                | 165:2,8,16           | 13:9 65:20           | <b>trickles</b>        | 14:17,20             |
| 40:18 42:25         | 130:15             | <b>thought</b> 54:4 | 186:11,18            | 166:21               | <b>traditions</b>    | 158:14                 | 35:6 45:6            |
| 43:4 45:7           | 132:15,18          | 58:9 75:21          | 193:4,12             | 167:25               | 27:4                 | <b>tried</b> 115:21    | 46:10 51:21          |
| 45:14,20,21         | 133:16             | 75:21               | 194:6                | 175:17               | <b>trailer</b> 199:6 | 187:16                 | 65:2 92:2            |
| 46:9,11,24          | 134:6,14           | 203:19              | 200:23               | 196:20               | <b>training</b>      | <b>trigger</b>         | 98:22                |
| 51:21,24            | 135:19,23          | <b>thousand</b>     | 201:24               | 217:9                | 52:17                | 186:20                 | 100:11,17            |
| 52:17 53:20         | 136:3,6,21         | 94:19 173:5         | 207:2                | 218:14               | 202:25               | 187:19                 | 102:15               |
| 64:10 79:14         | 139:10,12          | 173:8,23            | 214:13,15            | 219:16               | 224:21               | <b>trim</b> 168:12     | 124:16               |
| 94:18 96:14         | 140:6 141:2        | 178:4               | 217:8,9              | <b>told</b> 18:5     | <b>trajectory</b>    | <b>trouble</b> 52:8    | 125:5                |
| 98:6 100:3          | 147:14             | <b>three</b> 90:16  | 231:8,12             | 198:11,15            | 63:18                | 110:7 165:3            | 142:17,21            |
| 100:17              | 154:18,22          | 92:2 102:15         | 237:16               | <b>tomorrow</b>      | <b>transactions</b>  | <b>true</b> 54:4,6     | 144:11               |
| 104:9               | 159:3 164:9        | 118:24              | 238:24               | 18:9                 | 116:12               | 114:14                 | 148:8,12             |
| 127:18              | 164:14,19          | 125:2 128:8         | <b>timeconsu...</b>  | <b>toner</b> 94:17   | 152:24               | 203:17                 | 154:6                |
| 135:20,24           | 164:22             | 168:9               | 99:19                | <b>tongue</b> 35:12  | <b>transcript</b>    | 240:7                  | 157:20               |
| 136:8               | 167:3 171:6        | 183:17,18           | <b>timeframe</b>     | <b>tool</b> 58:18    | 240:8,20             | <b>truly</b> 39:2      | 169:18               |
| 140:19              | 172:7 174:5        | 207:18              | 193:12               | <b>tools</b> 68:11   | <b>transferred</b>   | 129:4                  | 170:7 173:8          |
| 160:23,25           | 175:12             | 220:25              | 214:8                | <b>top</b> 73:15     | 78:5 159:4           | <b>trust</b> 66:18     | 178:4 182:6          |
| 197:17              | 176:7              | 221:23              | 216:11               | 76:8 112:19          | 193:10               | <b>truth</b> 18:5      | 184:5                |
| 225:21              | 189:14             | 222:17              | <b>timeline</b>      | 134:8                | <b>transferring</b>  | <b>try</b> 14:25       | 202:16               |
| 233:19              | 192:18             | <b>thriving</b>     | 134:12               | 172:19               | 158:18               | 25:11 123:9            | 203:20,24            |

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

Committee of the Whole  
April 14, 2015

Page 27

|                      |                     |                       |                       |                      |                     |                     |                      |
|----------------------|---------------------|-----------------------|-----------------------|----------------------|---------------------|---------------------|----------------------|
| 215:24               | <b>union</b> 213:21 | 223:9                 | <b>vendor</b>         | 11:18                | 125:17              | 225:18              | <b>website</b> 13:22 |
| 217:11               | <b>unique</b>       | 233:17                | 169:24                | <b>voter</b> 151:19  | 133:8 135:2         | <b>water</b> 116:16 | 13:22                |
| 221:24,25            | 152:21              | 236:17                | 179:13                | <b>voting</b> 10:14  | 135:6,8,10          | 133:12              | <b>websites</b>      |
| 222:2,10,15          | <b>unit</b> 108:11  | <b>uses</b> 234:14    | <b>vented</b>         | 178:11               | 135:15              | 176:22              | 189:10               |
| 223:16,21            | <b>united</b> 7:21  | 236:15,19             | 216:12                |                      | 140:17              | <b>waterfront</b>   | <b>wed</b> 92:3      |
| 230:4                | 20:3 132:9          | <b>utilities</b>      | <b>venue</b> 30:24    | <b>W</b>             | 141:23              | 94:23               | 99:10 217:3          |
| 233:10               | <b>universe</b>     | 129:21                | 31:10                 | <b>w</b> 1:11 5:9,16 | 143:12,17           | <b>watson</b> 42:3  | 237:14               |
| <b>type</b> 23:13    | 24:24               | <b>utility</b> 128:10 | 125:18                | <b>wadsworth</b>     | 145:5,13            | <b>wawa</b> 5:12,21 | <b>wednesday</b>     |
| 31:2 88:24           | <b>university</b>   | <b>utilization</b>    | <b>verifying</b>      | 76:6                 | 157:13              | 10:3,23             | 238:23               |
| 123:3                | 230:25              | 101:23                | 137:9                 | <b>wage</b> 85:13    | 159:9 164:5         | 11:3,14             | <b>week</b> 12:21    |
| 163:14               | <b>unquote</b> 85:2 | 142:6                 | <b>verizon</b>        | 85:20,21,22          | 165:8 167:2         | 22:14 24:4          | 16:14 33:3           |
| 201:8,21             | <b>unusual</b>      | <b>utilize</b> 106:12 | 174:13                | 85:25 86:3           | 168:21              | 24:5,9 26:6         | 33:9,21              |
| <b>types</b> 87:13   | 228:10              | 134:19                | 176:6                 | 86:5,11,12           | 169:19              | 31:20 32:2          | 44:4 127:23          |
| 111:8                | <b>update</b> 97:5  | <b>utilized</b>       | 193:16                | 87:3,3               | 170:24              | 32:9,14,25          | 194:20               |
| 223:22               | 99:11 220:2         | 165:24                | 196:24                | 88:16,21             | 171:13,19           | <b>wawawelco...</b> | 215:9                |
| 236:15,19            | <b>updated</b>      | <b>utilizing</b>      | <b>versus</b> 19:17   | 89:5 90:11           | 172:22              | 11:20               | <b>weekend</b> 9:8   |
| <b>typically</b>     | 223:3               | 97:14 102:2           | 178:7                 | 90:21 92:18          | 178:19              | <b>way</b> 14:25    | <b>weekends</b>      |
| 46:12,25             | <b>updating</b>     | <b>V</b>              | 179:25                | 98:2,7,10            | 189:12              | 17:5,6,9            | 155:22               |
| 178:14               | 229:6               | <b>vacancies</b>      | 210:5                 | 98:16                | 194:21              | 19:23 24:21         | <b>weeks</b> 10:21   |
|                      | <b>upgrade</b>      | 47:7 108:21           | <b>vice</b> 10:5      | 105:21               | 203:5               | 44:14 46:25         | 190:5                |
| <b>U</b>             | 149:10              | <b>vacancy</b> 73:5   | <b>video</b> 152:16   | 106:13,19            | 204:24              | 47:7,18             | <b>weighted</b> 50:8 |
| <b>u</b> 126:16,17   | 150:11              | 74:8 75:4             | 181:9,16              | 107:4                | 206:16              | 50:8 51:5           | <b>welcome</b> 5:12  |
| <b>umbrella</b>      | 169:11              | 76:5,10,21            | <b>vietnamese</b>     | <b>wait</b> 78:8     | 210:20              | 65:19 74:15         | 5:21 10:3            |
| 203:22               | 170:3               | 81:15 82:3            | 222:12                | 79:25                | 212:24              | 75:13 81:20         | 10:19,24             |
| <b>unclear</b> 18:22 | 203:16              | 109:8 110:9           | <b>view</b> 131:7     | 134:11               | 213:19,19           | 86:15               | 11:3,14,25           |
| <b>understand</b>    | 204:4,5             | 110:21                | 191:4,7               | 141:23               | 214:14              | 103:19              | 24:5,5 26:6          |
| 13:7 25:11           | <b>upgrading</b>    | 111:4,11,18           | 229:4 230:7           | 142:2                | 215:20              | 105:5 107:7         | 31:20 32:3           |
| 55:13 75:20          | 150:3               | 230:21                | <b>viewers</b> 7:11   | <b>waiting</b>       | 218:2,2,7           | 108:13              | 32:7,9,25            |
| 84:23 104:7          | <b>upland</b>       | <b>valid</b> 232:13   | <b>views</b> 231:13   | 187:24               | 231:21              | 111:12              | 102:8                |
| 121:9                | 233:11              | 232:21                | <b>village</b> 226:15 | 188:3                | 232:18              | 130:11              | 121:25               |
| 131:10,13            | <b>upstairs</b>     | <b>validity</b>       | <b>violating</b>      | <b>walk</b> 78:23    | 236:18              | 136:7 157:3         | 124:5 202:3          |
| 182:5 214:3          | 161:9               | 161:10                | 107:25                | 108:24               | <b>wanted</b> 93:6  | 158:10              | <b>welcoming</b>     |
| <b>understand...</b> | 203:13              | <b>valuable</b> 8:14  | <b>virtual</b> 152:9  | <b>walked</b> 112:4  | 107:17              | 168:4 186:7         | 10:3                 |
| 23:21 48:12          | 204:4               | 235:21                | 173:13,15             | 115:15               | 163:25              | 186:20              | <b>wellseasoned</b>  |
| 86:7 93:7            | <b>upwards</b>      | <b>value</b> 6:17,18  | 174:25                | <b>wannabe</b>       | 202:16              | 187:24              | 194:11               |
| 159:19               | 129:16              | 8:19 16:6             | <b>vision</b> 201:7   | 202:25               | <b>warehouse</b>    | 191:2               | <b>went</b> 62:6,16  |
| 167:12               | <b>upzoning</b>     | 61:16 98:11           | 201:20                | <b>want</b> 13:14    | 150:22              | 192:18              | 107:21               |
| 210:5 225:2          | 229:9               | 98:13                 | <b>visit</b> 15:24    | 18:16 26:4           | 233:12,25           | 196:22              | 110:6                |
| <b>understands</b>   | <b>urban</b> 223:9  | 119:12,14             | 16:10 17:11           | 33:10,12,17          | <b>warrants</b>     | 199:7,19            | 119:16,19            |
| 207:4                | 225:5               | <b>valued</b> 61:4    | 19:20 30:2            | 34:23 37:7           | 151:17              | 204:12              | 120:2,17             |
| <b>understood</b>    | <b>urek</b> 219:17  | 61:18                 | 53:16 79:23           | 38:15,16             | <b>wasnt</b> 111:3  | 207:5 217:4         | 121:14               |
| 207:9                | 236:5,5             | <b>values</b> 109:14  | <b>visitors</b> 5:23  | 42:11,16             | 114:10              | 217:5               | 142:24               |
| <b>underutilized</b> | <b>usage</b> 174:15 | <b>vanguard</b> 8:5   | 6:9                   | 44:19 47:14          | 163:23              | 225:22              | 145:23,25            |
| 233:16               | 174:19              | <b>variables</b>      | <b>vista</b> 226:15   | 48:11 50:14          | 184:22              | 228:18              | 146:2,6,16           |
| <b>unemploy...</b>   | 176:2               | 115:20                | <b>vocational</b>     | 65:17 74:20          | <b>watch</b> 225:22 | 233:11              | 146:18,20            |
| 39:23 40:3           | <b>use</b> 73:13    | <b>variance</b>       | 52:16                 | 77:25,25             | <b>watches</b>      | <b>ways</b> 46:21   | 146:23               |
| 40:4                 | 123:17              | 234:20                | <b>voice</b> 155:16   | 78:23 79:9           | 19:10               | 49:3 130:10         | 147:3,7,14           |
| <b>unfilled</b>      | 130:11              | <b>variances</b>      | 234:22                | 79:12 82:13          | <b>watching</b>     | <b>wbe</b> 71:14    | <b>west</b> 101:5,8  |
| 154:20               | 137:16              | 234:16                | <b>volunteer</b> 9:6  | 84:10 91:21          | 161:9,17            | 72:9                | <b>weve</b> 17:5     |
| <b>unfortunate</b>   | 142:21              | <b>various</b> 3:14   | 28:15                 | 99:8 101:12          | 185:4,9,14          | <b>weaknesses</b>   | 28:6 39:16           |
| 55:13                | 143:19              | 78:6 95:24            | <b>volunteerb...</b>  | 102:6,24             | 185:18,22           | 225:21              | 40:20,23             |
| <b>unfortunat...</b> | 167:16              | 101:11                | 28:17                 | 103:23               | 185:23              | <b>web</b> 150:18   | 41:8,16,21           |
| 129:22               | 178:11              | <b>vast</b> 82:8      | <b>volunteers</b>     | 105:14               | 186:12,14           | 152:19              | 47:24 50:6           |
| 201:9                |                     |                       |                       | 110:8                |                     |                     |                      |

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

Committee of the Whole  
April 14, 2015

Page 28

|                      |                     |                     |                     |                      |                     |                      |                      |
|----------------------|---------------------|---------------------|---------------------|----------------------|---------------------|----------------------|----------------------|
| 51:16 65:18          | 232:24              | 22:4 23:16          | 47:25               | 77:11,17             | 92:2,4              | 99:15                | <b>0</b>             |
| 65:20 74:23          | <b>wilson</b> 1:11  | 38:20 39:16         | <b>worth</b> 6:16   | 78:13,14             | 96:20 97:2          | 102:12               | <b>0</b> 146:10,11   |
| 79:7 96:14           | <b>win</b> 72:3     | 40:10 46:4          | 59:12               | 79:22 82:15          | 100:11              | 109:11,22            | <b>00</b> 238:23     |
| 96:24 98:24          | <b>window</b> 53:16 | 47:18 53:24         | <b>worthwhile</b>   | 90:24,25             | 102:15              | 120:6,20             | <b>000</b> 8:19 9:20 |
| 100:10               | 206:20              | 68:11 79:20         | 202:16              | 91:7 95:3            | 104:2               | 121:25               | 41:11,13             |
| 102:17               | 238:8               | 81:5 84:20          | <b>wouldnt</b>      | 96:25 98:22          | 112:17,19           | 122:15               | 48:17 56:24          |
| 104:22               | <b>winner</b> 7:6   | 95:23 100:2         | 91:21               | 99:25                | 113:7,20,22         | 124:4                | 57:2 94:17           |
| 108:18,25            | <b>winter</b> 151:2 | 103:20              | 153:21              | 100:14               | 113:25              | 139:22               | 98:13,17             |
| 109:2                | <b>wire</b> 174:25  | 111:21              | 159:9 169:7         | 102:15               | 114:13,25           | 140:11,20            | 100:5,6,8            |
| 110:22               | 202:20              | 114:17              | 192:17              | 112:18               | 115:7               | 142:5,17,23          | 118:8                |
| 129:5                | <b>wireless</b>     | 127:22              | 205:25              | 113:2,2,3,3          | 118:24              | 145:9                | 152:13,20            |
| 134:18               | 161:6               | 128:10              | <b>writing</b>      | 113:8 116:5          | 126:19              | 147:15               | 154:13,15            |
| 136:7                | 179:15              | 133:23              | 170:14              | 116:5,6,13           | 165:17              | 156:7,12             | 166:11,11            |
| 137:22               | 200:16,16           | 163:7 198:9         | <b>written</b> 56:7 | 116:15               | 166:23              | 160:7                | 166:14,22            |
| 174:17               | 200:17,21           | 212:10              | 57:20 59:3          | 119:14               | 172:18              | 167:25               | 221:3                |
| 194:10,16            | 201:13              | 213:11              | 165:8               | 121:13               | 182:6 188:4         | 168:24               | 224:13               |
| 196:7 205:7          | <b>wissahickon</b>  | 223:6               | <b>wrong</b> 17:16  | 124:16,21            | 188:12              | 172:7                | <b>067</b> 221:5     |
| 227:7 228:4          | 132:9               | 229:20              | 80:23 82:19         | 128:4                | 195:21              | 187:12               | <b>080</b> 4:18      |
| 228:21,21            | <b>witness</b> 3:22 | 232:25              | 94:9                | 141:17,20            | 200:14              | 202:3                | <b>09</b> 85:21      |
| 229:5                | 37:13 86:16         | 235:8,16            | <b>wrote</b> 121:7  | 142:4,9,11           | 201:9               | 210:23               |                      |
| 231:13               | 86:16 148:3         | 236:23              |                     | 142:20,20            | 206:17,21           | 212:3,15             | <b>1</b>             |
| 232:11               | 219:7               | 237:8,18,19         | <b>X</b>            | 142:25               | 207:18              | 214:4                | <b>1</b> 4:17,19,19  |
| 234:17               | <b>witnesses</b>    | <b>worked</b> 40:20 | <b>Y</b>            | 143:2 144:4          | 216:18              | 225:14               | 6:16 17:11           |
| <b>whats</b> 53:2    | 3:22 37:13          | 207:15              | <b>yard</b> 83:2    | 144:5                | 217:23              | <b>youve</b> 12:6    | 19:20 63:24          |
| 60:25 67:24          | 148:3 219:7         | <b>workers</b>      | 130:19              | 145:13,14            | 226:2               | 24:22 43:21          | 66:9 68:6            |
| 75:3 76:4,9          | <b>wolfs</b> 86:8   | 40:14               | 131:7               | 145:21,21            | 227:16              | 55:9 72:23           | 86:11 87:17          |
| 77:15,20             | <b>women</b> 41:17  | <b>workforce</b>    | <b>yards</b> 84:14  | 146:6,7,15           | 228:15,24           | 105:23               | 87:25 88:20          |
| 89:5,24              | 68:21 70:17         | 4:24 9:7            | <b>yeah</b> 26:4    | 147:8                | 230:4,4             | 106:17               | 88:21 89:11          |
| 90:24 91:25          | 70:22,25            | 31:12               | 39:13 48:23         | 148:23               | 231:14              | 119:7                | 90:12 92:11          |
| 94:25 99:23          | 115:23              | 106:13              | 53:13 57:17         | 149:9                | <b>yeartodate</b>   | 125:10               | 92:18 94:7           |
| 138:15               | 116:14              | <b>working</b> 11:9 | 58:23 81:3          | 153:10               | 58:21               | 126:22               | 94:15                |
| 142:16               | 117:5 119:3         | 15:23,23            | 93:14 95:11         | 154:16               | <b>yeartoyear</b>   | 163:4 164:9          | 136:13,13            |
| 158:6,8              | 144:25              | 40:14 57:3          | 95:16 96:10         | 156:9,12,13          | 110:25              | 167:15               | 137:5,5              |
| 159:8                | 153:9,13            | 140:12              | 124:11              | 156:22               | <b>yesterday</b>    | <b>yup</b> 36:9      | 146:5                |
| 174:10               | <b>womenowned</b>   | 153:16              | 137:19              | 157:7,8,10           | 197:25              |                      | 150:20               |
| 177:7                | 62:12 68:8          | 204:3,11            | 145:6               | 157:20               | 210:18              | <b>Z</b>             | 152:9,9,20           |
| 178:21               | 112:13,23           | 212:22              | 172:24              | 158:17               | <b>youd</b> 46:6    | <b>zba</b> 234:21    | 221:5 224:8          |
| 179:3 194:6          | 116:8               | 215:22              | 188:21              | 166:11,12            | 161:5               | <b>zero</b> 146:11   | 224:9                |
| 196:25               | 118:10              | 224:10              | 197:22              | 166:14               | 175:12              | 146:12               | <b>10</b> 1:7 9:21   |
| 203:22               | 119:4               | 232:12,25           | <b>year</b> 2:18,22 | 177:19               | 199:24              | 174:18,19            | 41:13 73:8           |
| 225:19,20            | <b>wondering</b>    | 234:18              | 2:25 5:24           | 180:5 210:2          | <b>youll</b> 112:19 | 176:2,3              | 93:23                |
| <b>white</b> 62:6,17 | 123:9 124:2         | <b>works</b> 6:6,11 | 8:23 10:5,7         | 210:3                | 112:20              | <b>zip</b> 41:10     | 142:15               |
| 119:20               | <b>wont</b> 36:16   | 6:23 25:16          | 15:4 31:22          | 219:20               | 178:24              | <b>zone</b> 233:22   | 144:13               |
| 120:3,18             | 172:19              | 154:3               | 38:10 39:18         | 221:6,13,16          | <b>young</b> 7:4    | <b>zoned</b> 236:16  | 176:8                |
| 121:15               | 206:19              | 224:15              | 39:19 40:19         | 222:13               | 50:20 52:18         | <b>zones</b> 74:9,17 | 238:23               |
| 153:12               | <b>woods</b> 231:16 | <b>world</b> 6:4,22 | 41:5,12             | 223:17               | 53:5 54:2           | <b>zoning</b> 220:8  | <b>100</b> 8:10 79:2 |
| 222:2,6,14           | <b>word</b> 58:13   | 7:20 8:6            | 42:7 43:13          | <b>years</b> 2:12,23 | 55:7,10             | 220:15               | 79:18 94:16          |
| 222:15               | 60:4 98:23          | 15:21 17:21         | 53:14 56:18         | 32:5 38:19           | <b>youre</b> 34:11  | 223:9,21,22          | 130:21               |
| <b>whittle</b> 52:13 | 158:25              | 19:9,9,25           | 56:20 57:22         | 39:25 49:20          | 35:19 52:2          | 223:24,24            | 166:22               |
| <b>widely</b> 46:5   | <b>words</b> 30:23  | 83:20 127:6         | 59:6 60:13          | 68:10 69:7           | 59:2 60:15          | 224:18               | 235:12               |
| <b>william</b> 1:11  | 86:4                | 166:18              | 63:23 66:10         | 72:20,22             | 60:18 64:22         | 225:2 229:6          | <b>105</b> 38:11     |
| <b>willing</b> 136:8 | <b>work</b> 5:17    | <b>worry</b> 48:2   | 66:11 70:19         | 74:22 91:8           | 72:20 75:12         | 229:18,19            | <b>107</b> 152:7     |
| 199:12,24            | 9:16,17             | <b>worrying</b>     | 70:20,20            | 91:21,23             | 86:15 88:25         | 236:10,14            | 173:2                |
|                      |                     |                     |                     |                      |                     | 237:17               |                      |

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

Committee of the Whole  
April 14, 2015

Page 29

|                       |             |                       |             |             |                    |             |                    |
|-----------------------|-------------|-----------------------|-------------|-------------|--------------------|-------------|--------------------|
| <b>10th</b> 225:6     | 63:1,23     | 150:1 151:1           | 19:1 20:1   | 122:1 123:1 | 221:7 222:1        | 84:1 85:1   | 190:1 191:1        |
| <b>11</b> 40:3        | 64:1 65:1   | 152:1 153:1           | 21:1 22:1   | 124:1 125:1 | 223:1 224:1        | 86:1 87:1   | 192:1 193:1        |
| 146:14,15             | 66:1,10     | 154:1 155:1           | 23:1 24:1   | 126:1 127:1 | 225:1 226:1        | 88:1 89:1   | 194:1 195:1        |
| 146:20,21             | 67:1 68:1   | 156:1 157:1           | 25:1 26:1   | 128:1 129:1 | 227:1 228:1        | 90:1 91:1   | 196:1 197:1        |
| 147:6                 | 69:1 70:1   | 158:1 159:1           | 27:1 28:1   | 130:1 131:1 | 228:15             | 92:1 93:1   | 198:1 199:1        |
| 216:10                | 70:20 71:1  | 160:1 161:1           | 29:1 30:1   | 132:1 133:1 | 229:1 230:1        | 94:1 95:1   | 200:1 201:1        |
| <b>111</b> 221:8      | 72:1 73:1   | 162:1 163:1           | 31:1 32:1   | 134:1 135:1 | 231:1 232:1        | 96:1 97:1   | 202:1 203:1        |
| <b>12</b> 131:3       | 74:1 75:1   | 164:1 165:1           | 33:1 34:1   | 136:1 137:1 | 233:1 234:1        | 98:1 99:1   | 204:1 205:1        |
| 146:19,20             | 76:1 77:1   | 166:1 167:1           | 35:1 36:1   | 138:1 139:1 | 235:1 236:1        | 100:1 101:1 | 206:1 207:1        |
| 176:17                | 78:1 79:1   | 168:1 169:1           | 37:1 38:1   | 140:1 141:1 | 237:1 238:1        | 102:1 103:1 | 208:1 209:1        |
| 177:2                 | 80:1 81:1   | 170:1 171:1           | 39:1 40:1   | 142:1 143:1 | 239:1              | 104:1 105:1 | 210:1 211:1        |
| 203:22                | 82:1 83:1   | 172:1 173:1           | 41:1 42:1   | 144:1 145:1 | <b>150</b> 41:15   | 106:1 107:1 | 212:1 213:1        |
| 223:18                | 84:1 85:1   | 174:1 175:1           | 43:1 44:1   | 146:1 147:1 | <b>150162</b> 1:17 | 108:1 109:1 | 214:1 215:1        |
| <b>13</b> 113:8       | 86:1 87:1   | 176:1 177:1           | 45:1 46:1   | 148:1 149:1 | 2:5,10 3:1         | 110:1 111:1 | 216:1 217:1        |
| 141:17,20             | 88:1 89:1   | 178:1 179:1           | 47:1 48:1   | 150:1 151:1 | 4:1 5:1 6:1        | 112:1 113:1 | 218:1 219:1        |
| 142:4,20,25           | 90:1 91:1   | 180:1 181:1           | 49:1 50:1   | 152:1 153:1 | 7:1 8:1 9:1        | 114:1 115:1 | 220:1 221:1        |
| 143:12                | 92:1 93:1   | 182:1 183:1           | 51:1 52:1   | 154:1 155:1 | 10:1 11:1          | 116:1 117:1 | 222:1 223:1        |
| 144:5                 | 94:1 95:1   | 184:1 185:1           | 53:1 54:1   | 156:1,8,10  | 12:1 13:1          | 118:1 119:1 | 224:1 225:1        |
| 145:10,21             | 96:1 97:1   | 186:1 187:1           | 55:1 56:1   | 157:1 158:1 | 14:1 15:1          | 120:1 121:1 | 226:1 227:1        |
| 146:6,12,14           | 98:1 99:1   | 188:1 189:1           | 57:1 58:1   | 159:1 160:1 | 16:1 17:1          | 122:1 123:1 | 228:1 229:1        |
| 146:20                | 99:25 100:1 | 190:1 191:1           | 59:1 60:1   | 161:1 162:1 | 18:1 19:1          | 124:1 125:1 | 230:1 231:1        |
| 147:8                 | 101:1 102:1 | 192:1 193:1           | 61:1 62:1   | 163:1 164:1 | 20:1 21:1          | 126:1 127:1 | 232:1 233:1        |
| <b>136</b> 153:3      | 103:1 104:1 | 194:1 195:1           | 63:1 64:1   | 165:1 166:1 | 22:1 23:1          | 128:1 129:1 | 234:1 235:1        |
| <b>14</b> 1:7 3:1 4:1 | 105:1 106:1 | 196:1 197:1           | 65:1 66:1   | 167:1 168:1 | 24:1 25:1          | 130:1 131:1 | 236:1 237:1        |
| 5:1 6:1 7:1           | 107:1 108:1 | 198:1 199:1           | 66:12 67:1  | 169:1 170:1 | 26:1 27:1          | 132:1 133:1 | 238:1 239:1        |
| 8:1 9:1 10:1          | 109:1 110:1 | 200:1 201:1           | 68:1 69:1   | 171:1 172:1 | 28:1 29:1          | 134:1 135:1 | <b>150163</b> 1:17 |
| 11:1 12:1             | 111:1 112:1 | 202:1 203:1           | 70:1,20     | 173:1 174:1 | 30:1 31:1          | 136:1 137:1 | 2:6,14             |
| 13:1 14:1             | 113:1 114:1 | 204:1 205:1           | 71:1 72:1   | 175:1 176:1 | 32:1 33:1          | 138:1 139:1 | <b>150164</b> 1:17 |
| 15:1 16:1             | 115:1 116:1 | 206:1 207:1           | 73:1 74:1   | 177:1 178:1 | 34:1 35:1          | 140:1 141:1 | 2:6,16             |
| 17:1 18:1             | 116:5 117:1 | 208:1 209:1           | 75:1 76:1   | 179:1 180:1 | 36:1 37:1          | 142:1 143:1 | <b>150179</b> 1:18 |
| 19:1 20:1             | 118:1 119:1 | 210:1 211:1           | 77:1 78:1   | 181:1 182:1 | 38:1 39:1          | 144:1 145:1 | 2:7,19             |
| 21:1 22:1             | 119:15      | 212:1 213:1           | 79:1 80:1   | 183:1 184:1 | 40:1 41:1          | 146:1 147:1 | <b>1563a</b> 3:9   |
| 23:1 24:1             | 120:1 121:1 | 214:1 215:1           | 81:1 82:1   | 185:1 186:1 | 42:1 43:1          | 148:1 149:1 | <b>15th</b> 238:23 |
| 25:1 26:1             | 121:13      | 216:1 217:1           | 83:1 84:1   | 187:1 188:1 | 44:1 45:1          | 150:1 151:1 | <b>15year</b>      |
| 27:1 28:1             | 122:1 123:1 | 218:1 219:1           | 85:1 86:1   | 189:1 190:1 | 46:1 47:1          | 152:1 153:1 | 206:23             |
| 29:1 30:1             | 124:1 125:1 | 220:1 221:1           | 87:1 88:1   | 191:1 192:1 | 48:1 49:1          | 154:1 155:1 | 216:20             |
| 31:1 32:1             | 126:1 127:1 | 222:1 223:1           | 89:1 90:1   | 193:1 194:1 | 50:1 51:1          | 156:1 157:1 | 217:7,9,20         |
| 33:1 34:1             | 128:1,4     | 224:1 225:1           | 91:1 92:1   | 195:1,21    | 52:1 53:1          | 158:1 159:1 | <b>16</b> 154:15   |
| 35:1 36:1             | 129:1 130:1 | 226:1 227:1           | 93:1 94:1   | 196:1 197:1 | 54:1 55:1          | 160:1 161:1 | <b>164</b> 38:11   |
| 37:1 38:1             | 131:1 132:1 | 228:1 229:1           | 95:1,2 96:1 | 198:1 199:1 | 56:1 57:1          | 162:1 163:1 | 152:20             |
| 39:1 40:1             | 133:1 134:1 | 230:1 231:1           | 97:1 98:1   | 200:1 201:1 | 58:1 59:1          | 164:1 165:1 | <b>17</b> 100:5    |
| 40:24 41:1            | 135:1 136:1 | 232:1 233:1           | 99:1 100:1  | 202:1 203:1 | 60:1 61:1          | 166:1 167:1 | 111:8 127:2        |
| 42:1 43:1             | 137:1 138:1 | 234:1 235:1           | 101:1 102:1 | 204:1 205:1 | 62:1 63:1          | 168:1 169:1 | 172:6              |
| 44:1 45:1             | 139:1 140:1 | 236:1 237:1           | 103:1 104:1 | 206:1,17,20 | 64:1 65:1          | 170:1 171:1 | <b>179</b> 100:6   |
| 46:1 47:1             | 141:1 142:1 | 238:1 239:1           | 105:1 106:1 | 207:1 208:1 | 66:1 67:1          | 172:1 173:1 | <b>18</b> 151:7    |
| 48:1 49:1             | 142:9,11,20 | <b>141</b> 220:24     | 107:1 108:1 | 209:1 210:1 | 68:1 69:1          | 174:1 175:1 | 194:17             |
| 50:1 51:1             | 143:1,2,12  | <b>15</b> 3:1 4:1 5:1 | 109:1 110:1 | 211:1 212:1 | 70:1 71:1          | 176:1 177:1 | 222:6 223:8        |
| 52:1 53:1             | 144:1,4,12  | 6:1 7:1 8:1           | 111:1 112:1 | 213:1 214:1 | 72:1 73:1          | 178:1 179:1 | 223:18             |
| 54:1 55:1             | 145:1,10,22 | 9:1 10:1              | 113:1 114:1 | 215:1 216:1 | 74:1 75:1          | 180:1 181:1 | <b>184</b> 59:25   |
| 56:1 57:1             | 146:1,7,12  | 11:1 12:1             | 115:1 116:1 | 216:18,23   | 76:1 77:1          | 182:1 183:1 | 60:20,22           |
| 58:1 59:1             | 146:15,21   | 13:1 14:1             | 116:6 117:1 | 217:1,22    | 78:1 79:1          | 184:1 185:1 | 61:23 120:6        |
| 60:1,13               | 147:1,8     | 15:1 16:1             | 118:1 119:1 | 218:1 219:1 | 80:1 81:1          | 186:1 187:1 | <b>186</b> 152:13  |
| 61:1 62:1             | 148:1 149:1 | 17:1 18:1             | 120:1 121:1 | 220:1 221:1 | 82:1 83:1          | 188:1 189:1 | 179:20             |

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

Committee of the Whole  
April 14, 2015

Page 30

|                     |                      |                      |                     |                      |             |                      |                      |
|---------------------|----------------------|----------------------|---------------------|----------------------|-------------|----------------------|----------------------|
| <b>18th</b> 209:8   | 129:16               | 224:12               | 224:8,9             | 226:2                | 86:1 87:1   | 188:1 189:1          | <b>5</b>             |
| <b>19</b> 94:24     | <b>2000</b> 39:20    | <b>2017</b> 87:5     | <b>266</b> 60:11,18 | 227:16               | 88:1,14     | 190:1 191:1          | <b>5</b> 17:11 19:20 |
| 111:11              | 56:20                | <b>2020</b> 2:24     | <b>27</b> 194:20    | 239:4                | 89:1 90:1   | 192:1 193:1          | 49:18 87:17          |
| 152:18              | 227:13               | 87:6                 | 215:10              | <b>36</b> 70:19 87:5 | 90:14 91:1  | 194:1 195:1          | 87:25 89:11          |
| 177:11              | <b>2001</b> 40:8     | <b>2021</b> 2:12     | <b>27th</b> 10:4    | 153:4,9              | 92:1 93:1   | 196:1 197:1          | 90:12 94:11          |
| 189:8,15            | <b>20022003</b>      | 3:19                 | <b>28</b> 152:21    | <b>38</b> 70:21      | 94:1 95:1   | 198:1 199:1          | 152:25               |
| 207:18              | 111:14               | <b>2022</b> 89:10    | <b>280</b> 221:3    | <b>385</b> 166:9     | 95:20 96:1  | 200:1 201:1          | 166:11               |
| <b>1900s</b> 106:7  | <b>2004</b> 201:6    | <b>2023</b> 87:20    | <b>28year</b> 126:9 | <b>39</b> 153:12     | 97:1 98:1   | 202:1 203:1          | <b>50</b> 18:21      |
| <b>1931</b> 98:12   | <b>2005</b> 227:8    | 90:6,12              | <b>29</b> 59:9,10   | 154:12,14            | 99:1 100:1  | 204:1 205:1          | 140:24               |
| 98:13,15            | <b>2006</b> 227:8    | <b>20year</b>        | 142:13              | <b>3rd</b> 3:8       | 101:1 102:1 | 206:1 207:1          | 178:20               |
| 105:17,24           | <b>2008</b> 113:3    | 216:16               | <b>298</b> 38:11    | 228:15               | 103:1 104:1 | 208:1 209:1          | 221:8                |
| <b>1960</b> 222:21  | <b>2009</b> 39:21    | <b>21</b> 41:6       | <b>2nd</b> 100:25   | <b>4</b>             | 105:1 106:1 | 210:1 211:1          | <b>500</b> 182:2     |
| <b>1965</b> 10:15   | 56:21                | 100:14               | <b>3</b>            | <b>4</b> 3:1 4:1 5:1 | 107:1 108:1 | 212:1 213:1          | 183:4 186:8          |
| 10:17               | <b>2010</b> 6:15     | 154:12               | <b>3</b> 6:17 59:3  | 6:1 7:1 8:1          | 109:1 110:1 | 214:1 215:1          | 186:10               |
| <b>1980</b> 226:3   | 114:20               | 156:7                | 66:10 85:15         | 9:1 10:1             | 111:1 112:1 | 216:1 217:1          | <b>506</b> 152:16    |
| <b>1980s</b> 39:22  | 193:11               | 177:14               | 85:15,21            | 11:1 12:1            | 113:1 114:1 | 218:1 219:1          | 188:14               |
| 56:23               | 224:20               | <b>212</b> 152:17    | 87:4,5,5            | 13:1 14:1            | 115:1 116:1 | 220:1,24             | <b>507</b> 152:10    |
| <b>1984</b> 57:7    | 227:13               | <b>215</b> 153:2     | 94:7 95:21          | 15:1 16:1            | 117:1 118:1 | 221:1 222:1          | <b>50th</b> 10:12    |
| 114:17              | <b>2011</b> 70:15    | <b>22</b> 38:12      | 146:6               | 17:1 18:1            | 119:1 120:1 | 223:1 224:1          | <b>51</b> 152:25     |
| <b>1989</b> 57:7    | 207:18               | 59:20 60:2           | 171:22,23           | 19:1 20:1            | 121:1 122:1 | 225:1 226:1          | <b>52</b> 61:18      |
| <b>199</b> 61:4,17  | 208:2                | 61:24 63:12          | 222:7               | 21:1 22:1            | 123:1 124:1 | 227:1 228:1          | 66:11 116:4          |
| 61:25 62:10         | <b>2012</b> 40:4     | 63:14 64:23          | 224:11,13           | 23:1 24:1            | 125:1 126:1 | 229:1 230:1          | 152:18               |
| 62:22               | 115:17               | 65:23,25             | <b>30</b> 5:8 8:2,3 | 25:1 26:1            | 127:1 128:1 | 231:1 232:1          | 153:12               |
| <b>1990</b> 68:22   | 223:15               | 94:13 120:7          | 15:8,9              | 27:1 28:1            | 129:1 130:1 | 233:1 234:1          | 189:7,15             |
| 114:20              | <b>2013</b> 41:15    | <b>220</b> 152:15    | 41:19 49:19         | 29:1 30:1            | 131:1 132:1 | 235:1 236:1          | <b>52nd</b> 82:2     |
| <b>1992</b> 3:8     | 144:10               | 180:19               | 68:10 113:7         | 31:1 32:1            | 133:1 134:1 | 237:1 238:1          | 101:5                |
| <b>1net</b> 205:19  | 158:17               | <b>22nd</b> 100:21   | 113:19,22           | 33:1 34:1            | 135:1 136:1 | 239:1                | <b>53</b> 222:5      |
| <b>2</b>            | 223:6                | <b>23</b> 149:25     | 113:24              | 35:1 36:1            | 137:1 138:1 | <b>40</b> 82:2 109:7 | <b>538</b> 152:15    |
| <b>2</b> 6:16 39:24 | <b>2014</b> 5:2 6:4  | <b>231</b> 152:9     | 114:13              | 37:1 38:1            | 139:1 140:1 | 109:8                | 181:9 183:7          |
| 39:24 40:5          | 7:25 39:21           | <b>24</b> 59:18 62:2 | 117:8,22            | 39:1 40:1            | 141:1 142:1 | 178:20               | 183:24               |
| 65:6 85:21          | 39:23 40:5           | 64:20,21             | 130:20              | 41:1 42:1            | 143:1 144:1 | 230:21               | 186:14               |
| 88:15,15            | 56:22 59:6           | 66:2 152:7           | <b>300</b> 20:8     | 43:1 44:1            | 145:1 146:1 | <b>400</b> 1:6 20:6  | <b>54</b> 85:15      |
| 98:13,17            | 111:13               | 155:18,22            | 183:16              | 45:1 46:1            | 147:1 148:1 | 178:22               | 86:11 88:20          |
| 112:21              | 113:4 145:8          | 173:2                | 225:7               | 47:1 48:1            | 149:1 150:1 | 183:21               | 88:21 92:11          |
| 142:6,11,12         | 149:9                | <b>245</b> 152:11    | <b>30plus</b>       | 49:1 50:1            | 151:1 152:1 | 238:25               | 92:18                |
| 144:23              | 221:21               | 177:5                | 126:18              | 51:1 52:1            | 153:1 154:1 | <b>41</b> 221:15     | <b>54th</b> 82:21    |
| 145:8,20,21         | <b>2015</b> 1:7 2:25 | 224:11               | <b>30year</b>       | 53:1 54:1            | 155:1 156:1 | <b>418</b> 152:11    | 104:15               |
| 146:10,11           | 6:22 7:13            | <b>247</b> 181:24    | 216:16              | 55:1 56:1            | 157:1 158:1 | <b>429</b> 221:2     | <b>561</b> 152:23    |
| 152:11,11           | 8:3,8 10:4           | <b>248</b> 152:14    | <b>31</b> 153:9     | 57:1,19              | 159:1 160:1 | <b>432</b> 221:5     | <b>57</b> 153:7,8    |
| 152:15,19           | 150:18,20            | 180:19               | <b>311</b> 150:14   | 58:1 59:1,9          | 161:1 162:1 | <b>44</b> 5:16 41:11 | <b>571</b> 194:15    |
| 177:5               | 150:23               | <b>25</b> 41:21      | <b>31st</b> 188:3   | 60:1 61:1            | 163:1 164:1 | <b>440</b> 152:23    | <b>571page</b>       |
| 178:22              | 151:3                | 100:10               | <b>32</b> 221:17    | 62:1 63:1            | 165:1,12    | <b>45</b> 4:18 43:25 | 197:19               |
| 181:9 182:2         | 153:11               | 111:16               | <b>32nd</b> 128:25  | 64:1 65:1            | 166:1 167:1 | 166:11               | <b>58</b> 41:4       |
| 183:4,7,21          | 222:13               | 113:5,19,24          | <b>33</b> 39:20     | 66:1 67:1            | 168:1 169:1 | <b>454</b> 152:19    | 100:14               |
| 183:24              | 238:23               | 114:13,19            | 56:21 127:6         | 68:1 69:1            | 170:1 171:1 | <b>47</b> 5:10 222:5 | <b>59</b> 63:24      |
| 186:8,10,14         | <b>2016</b> 2:12,15  | 115:17               | <b>333</b> 4:17     | 70:1 71:1            | 172:1 173:1 | <b>48</b> 5:14 87:5  | <b>590</b> 152:9     |
| 221:2 239:4         | 2:18,23              | 117:8,19,21          | <b>335</b> 166:2    | 72:1 73:1            | 174:1 175:1 | 152:23               | <b>5th</b> 27:7      |
| <b>20</b> 114:25    | 3:17,19              | 117:25               | <b>34</b> 116:4     | 74:1 75:1            | 176:1 177:1 | 153:11               | <b>6</b>             |
| 115:7 118:8         | 7:17 38:10           | 152:8 153:7          | <b>343</b> 153:5    | 76:1 77:1            | 178:1 179:1 | 224:11               | <b>6</b> 8:20 40:5   |
| 153:9               | 148:23               | 177:11               | <b>35</b> 1:7 118:9 | 78:1 79:1            | 180:1 181:1 | <b>4th</b> 10:4,7,17 | 146:6 176:8          |
| 176:25              | 151:4,6              | <b>26</b> 70:18      | 154:16              | 80:1 81:1            | 182:1 183:1 | 10:23 11:4           | 224:4                |
| <b>200</b> 41:11    | 219:20               | 94:17                | 174:14,22           | 82:1 83:1            | 184:1 185:1 | 33:11,15             | <b>600</b> 57:2      |
| 59:11 100:8         | 221:13               | 152:10               | 175:9 176:4         | 84:1 85:1            | 186:1 187:1 | 132:4,8              |                      |

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

Committee of the Whole  
April 14, 2015

Page 31

|                     |                     |  |  |  |  |  |  |
|---------------------|---------------------|--|--|--|--|--|--|
| 166:14              | 179:17,19           |  |  |  |  |  |  |
| <b>614</b> 221:9    |                     |  |  |  |  |  |  |
| <b>615</b> 154:13   | <b>9</b>            |  |  |  |  |  |  |
| <b>62</b> 66:12     | <b>9</b> 87:4 93:21 |  |  |  |  |  |  |
| 116:6               | 94:15 146:5         |  |  |  |  |  |  |
| <b>63</b> 9:20      | 146:14,19           |  |  |  |  |  |  |
| <b>63rd</b> 82:2    | 146:20,20           |  |  |  |  |  |  |
| <b>64</b> 116:12    | 167:22              |  |  |  |  |  |  |
| 203:12              | 168:5,5             |  |  |  |  |  |  |
| <b>650</b> 100:5    | <b>90</b> 115:15    |  |  |  |  |  |  |
| <b>66</b> 153:3     | <b>900</b> 8:19     |  |  |  |  |  |  |
| <b>670</b> 221:9    | <b>911</b> 156:22   |  |  |  |  |  |  |
| <b>674</b> 56:24    | 184:12              |  |  |  |  |  |  |
| <b>6abc</b> 7:7,12  | <b>92</b> 85:15,21  |  |  |  |  |  |  |
|                     | <b>931</b> 4:17     |  |  |  |  |  |  |
| <b>7</b>            | <b>94</b> 142:11,12 |  |  |  |  |  |  |
| <b>7</b> 8:20 39:24 | 145:8,21            |  |  |  |  |  |  |
| 40:3 95:20          | <b>95</b> 152:25    |  |  |  |  |  |  |
| 144:10,11           | 156:7               |  |  |  |  |  |  |
| 155:18,22           |                     |  |  |  |  |  |  |
| 174:14,22           |                     |  |  |  |  |  |  |
| 175:6 176:4         |                     |  |  |  |  |  |  |
| 177:9               |                     |  |  |  |  |  |  |
| <b>70</b> 48:17     |                     |  |  |  |  |  |  |
| 140:23              |                     |  |  |  |  |  |  |
| <b>700</b> 224:9    |                     |  |  |  |  |  |  |
| <b>710</b> 224:4    |                     |  |  |  |  |  |  |
| <b>720</b> 221:6    |                     |  |  |  |  |  |  |
| <b>725</b> 221:6    |                     |  |  |  |  |  |  |
| <b>750</b> 224:8    |                     |  |  |  |  |  |  |
| <b>751</b> 152:8    |                     |  |  |  |  |  |  |
| <b>75th</b> 82:23   |                     |  |  |  |  |  |  |
| <b>778</b> 221:2    |                     |  |  |  |  |  |  |
| <b>78</b> 62:5,16   |                     |  |  |  |  |  |  |
| 120:16              |                     |  |  |  |  |  |  |
| 121:15,17           |                     |  |  |  |  |  |  |
| <b>79</b> 222:6     |                     |  |  |  |  |  |  |
| <b>8</b>            |                     |  |  |  |  |  |  |
| <b>8</b> 6:17 39:24 |                     |  |  |  |  |  |  |
| 144:11              |                     |  |  |  |  |  |  |
| 146:19,20           |                     |  |  |  |  |  |  |
| 146:23              |                     |  |  |  |  |  |  |
| 147:3,4             |                     |  |  |  |  |  |  |
| 152:13              |                     |  |  |  |  |  |  |
| 168:2               |                     |  |  |  |  |  |  |
| <b>80s</b> 57:6     |                     |  |  |  |  |  |  |
| <b>82</b> 115:14    |                     |  |  |  |  |  |  |
| <b>834</b> 60:2     |                     |  |  |  |  |  |  |
| 119:15,19           |                     |  |  |  |  |  |  |
| 120:2,5,17          |                     |  |  |  |  |  |  |
| 121:12              |                     |  |  |  |  |  |  |
| <b>845</b> 220:24   |                     |  |  |  |  |  |  |
| <b>88</b> 152:12    |                     |  |  |  |  |  |  |

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