

COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEE OF THE WHOLE

Room 400, City Hall
Philadelphia, Pennsylvania
Tuesday, April 16, 2024
10:03 a.m.

PRESENT:

COUNCIL PRESIDENT KENYATTA JOHNSON
COUNCILMEMBER NINA AHMAD
COUNCILMEMBER CINDY BASS
COUNCILMEMBER MICHAEL DRISCOLL
COUNCILMEMBER JIM HARRITY
COUNCILMEMBER CURTIS JONES, JR.
COUNCILMEMBER RUE LANDAU
COUNCILMEMBER QUETCY LOZADA
COUNCILMEMBER BRIAN J. O'NEILL
COUNCILMEMBER NICOLAS O'ROURKE
COUNCILMEMBER ANTHONY PHILLIPS
COUNCILMEMBER MARK SQUILLA
COUNCILMEMBER ISAIAH THOMAS
COUNCILMEMBER JEFFERY YOUNG, JR.

BILLS 240179, 240180, 240181, and 240182
RESOLUTION 240193

- - -

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 COUNCIL PRESIDENT JOHNSON:

3 Good morning, everyone.

4 (Good morning.)

5 COUNCIL PRESIDENT JOHNSON:

6 This is the public hearing and public
7 meeting of the Committee of the Whole
8 regarding Bills No. 240179, 240180,
9 240181, 240182, and Resolution No.
10 240193.

11 Ms. Loughhead, will you please
12 call the roll to take attendance.

13 THE CLERK: Councilmember
14 Squilla.

15 (No response.)

16 THE CLERK: Councilmember
17 Gauthier.

18 (No response.)

19 THE CLERK: Councilmember
20 Jones.

21 COUNCILMEMBER JONES: Present.

22 THE CLERK: Councilmember
23 Young.

24 (No response.)

25 THE CLERK: Councilmember

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 Driscoll.
3 COUNCILMEMBER DRISCOLL: Here.
4 THE CLERK: Councilmember
5 Lozada.
6 COUNCILMEMBER LOZADA: Present.
7 THE CLERK: Councilmember Bass.
8 (No response.)
9 THE CLERK: Councilmember
10 Phillips.
11 COUNCILMEMBER PHILLIPS:
12 Present.
13 THE CLERK: Councilman O'Neill.
14 COUNCILMAN O'NEILL: Present.
15 THE CLERK: Councilmember
16 Gilmore Richardson.
17 (No response.)
18 THE CLERK: Councilmember
19 Thomas.
20 COUNCILMEMBER THOMAS: Present.
21 THE CLERK: Councilmember
22 Harrity.
23 (No response.)
24 THE CLERK: Councilmember
25 Ahmad.

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 COUNCILMEMBER AHMAD: Present.
3 THE CLERK: Councilmember
4 Landau.
5 COUNCILMEMBER LANDAU: Present.
6 THE CLERK: Councilmember
7 Brooks.
8 (No response.)
9 THE CLERK: Councilmember
10 O'Rourke.
11 (No response.)
12 THE CLERK: Council President
13 Johnson.
14 COUNCIL PRESIDENT JOHNSON:
15 Present.
16 Thank you. A quorum of this
17 Committee is present and this hearing is
18 now called to order.
19 Ms. Loughhead, will you please
20 read the title of the resolutions.
21 THE CLERK: Bill No. 240179, an
22 ordinance to adopt the Operating Budget
23 for Fiscal Year 2025.
24 Bill No. 240180, an ordinance
25 amending Chapter 19-1800 of The

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 Philadelphia Code, entitled "School Tax
3 Authorization," to provide for an
4 increase in the tax that the Board of
5 Education of the School District of
6 Philadelphia is authorized to impose on
7 real estate; and amending Chapter
8 19-1300, entitled "Real Estate Taxes," to
9 establish an equivalent reduction in the
10 tax rate for the City real estate tax;
11 and making technical changes; all under
12 certain terms and conditions.

13 Bill No. 240181, an ordinance
14 to adopt a Fiscal Year 2025 Capital
15 Budget.

16 Bill No. 240182, an ordinance
17 to adopt a Capital Program for the six
18 Fiscal Years 2025 through 2030 inclusive.

19 Resolution No. 240193,
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 2025
24 through 2029, and incorporating revisions
25 with respect to Fiscal Year 2024, which

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 is to be submitted by the Mayor to the
3 Pennsylvania Intergovernmental
4 Cooperation Authority pursuant to an
5 Intergovernmental Cooperation Agreement
6 by and between the City and the
7 Authority.

8 COUNCIL PRESIDENT JOHNSON:

9 Today we will continue the public hearing
10 of the Committee of the Whole to consider
11 the bills read by the Clerk that
12 constitute proposed operating and capital
13 spending measures for Fiscal Year 2025, a
14 Capital Program, and a forward-looking
15 Capital Plan for Fiscal Year 2025 through
16 Fiscal Year 2030.

17 This morning we will hear
18 testimony from the Managing Director's
19 Office, including the Office of Public
20 Safety. This afternoon we will continue
21 the testimony of the Defender Association
22 and the Law Department.

23 The District Attorney's Office
24 has been rescheduled to a future date due
25 to the District Attorney being out of

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 town, and I thought it would only be
3 proper that he actually come and give his
4 presentation as opposed to sending a
5 staff member.

6 Ms. Loughead, will you please
7 call the first witness to testify from
8 the Administration.

9 THE CLERK: Adam Thiel,
10 Managing Director.

11 (Witness approached witness
12 table.)

13 COUNCIL PRESIDENT JOHNSON:
14 Good morning, Adam. How are you today?

15 DIRECTOR THIEL: Good morning,
16 Council President. Thanks for having us.

17 COUNCIL PRESIDENT JOHNSON:
18 Absolutely. Just state your name and
19 your title for the record and when you
20 are ready, you can begin your testimony,
21 sir.

22 DIRECTOR THIEL: Good morning,
23 President Johnson and members of City
24 Council. I am Adam Thiel, Managing
25 Director. Joining me today are several

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 members of our MDO team: Tara Mohr,
3 First Deputy Managing Director; Mike
4 Carroll, our Deputy Managing Director for
5 Transportation and Infrastructure
6 Systems; Vanessa Garrett-Harley, our
7 Chief Managing Director for the Office of
8 Children and Families; Aparna Palantino,
9 our Deputy Managing Director for the
10 Capital Program Office; Aubrey Powers,
11 our Deputy Managing Director for
12 Community Services; Dave Wilson, Deputy
13 Managing Director for General Services;
14 and Crystal Yates-Gale, our Deputy
15 Managing Director for Health and Human
16 Services. I am pleased to provide
17 testimony on the Managing Director's
18 Office's Fiscal Year 2025 Operating
19 Budget.

20 The Managing Director's Office
21 works in coordination with individual
22 operating departments to implement the
23 Mayor's vision to make Philadelphia the
24 safest, cleanest, and greenest big city
25 in the nation, with economic opportunity

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 for everyone and to deliver efficient,
3 effective, and responsive public services
4 to every neighborhood in Philadelphia
5 that our residents, businesses, and
6 visitors can see, touch, and feel.

7 With that, Council President,
8 subject to your questions.

9 COUNCIL PRESIDENT JOHNSON:
10 Thank you very much.

11 Mr. Thiel, give me an idea
12 of -- you know, for me I'm addressing the
13 City of Philadelphia's gun violence. So
14 let's talk about how much of your budget
15 is geared specifically toward addressing
16 gun violence here in the City of
17 Philadelphia?

18 DIRECTOR THIEL: Council
19 President, to help me answer that
20 question, I'm going to ask our Chief
21 Public Safety Director, Adam Geer, or
22 other Adam, to join me.

23 (Witness approached witness
24 table.)

25 DIRECTOR GEER: Good morning.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 COUNCIL PRESIDENT JOHNSON:

3 Good morning.

4 DIRECTOR GEER: Good morning,
5 Council President, members of Council.

6 Council President, to answer
7 your question, the total Operating Budget
8 of the Office of Public Safety -- and we
9 really do think that it is the total
10 budget amount here -- is approximately
11 \$60 million in that area for our total
12 budget.

13 We are taking a holistic
14 approach as an office. So if we're
15 talking about Office of Reentry
16 Partnerships, our work there related to
17 gun violence. If we're talking about the
18 good work of our GVI team, clearly
19 related to gun violence. If we're
20 talking about our JAC program, which is
21 our juvenile intake facility, gun
22 violence.

23 That's just our Operating
24 Budget. We reach into the Managing
25 Director's Office and have contact with

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 some of their portfolio; for example, the
3 Opioid Response Unit, Domestic Violence
4 Unit. We believe that there are strong
5 correlations and ties to gun violence
6 there as well.

7 So it's difficult to answer
8 your question, because when we talk about
9 Commerce, when we talk about Parks and
10 Rec, all of those I believe have a role
11 to play in reducing gun violence, but our
12 specific budget is about 60 million. We
13 are focused on gun violence as one of our
14 top priorities, if not our top priority.

15 COUNCIL PRESIDENT JOHNSON:
16 Let's do it this way, because I don't
17 think every department you mentioned
18 specifically has a strategic plan on gun
19 violence, right? Because if I say let's
20 bring up Parks and Rec, Aparna isn't
21 going to say Rebuild specifically. I can
22 give you a plan to target those who are
23 most likely to kill or be killed per zip
24 code, right? So that's like really doing
25 a deeper dive more specifically around

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 how we're addressing gun violence. And
3 so I guess on a more micro level, what
4 would your response be?

5 DIRECTOR GEER: Absolutely.

6 So --

7 COUNCIL PRESIDENT JOHNSON: And
8 just to give you past history, the prior
9 Administration, we pumped more than
10 \$100-plus million in violence prevention
11 initiatives, but that was such a broad
12 umbrella where everybody received some
13 level of funding and then they came and
14 said, well, we're addressing it because
15 we're funding all these areas. However,
16 we know if we're going to address gun
17 violence in the City of Philadelphia, we
18 have to be strategic and laser-like
19 focused and targeted with resources in
20 terms of how we're addressing the actual
21 issue of going after, as I would like to
22 say, those who are most likely to kill or
23 be killed as well as supporting their
24 families who are being impacted by the
25 trauma of losing a loved one.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 DIRECTOR GEER: Absolutely.

3 And understanding that and trying to be
4 clear, and we can circle back and try to
5 pull together exactly what we feel is
6 related specifically to gun violence.
7 Again, most obviously I think our Group
8 Violence Intervention program, our GVI
9 program, would be focused on those who
10 would be most likely to be killed by gun
11 violence or be perpetrators themselves.
12 That total budget, Council President, is
13 \$2,340,000.

14 COUNCIL PRESIDENT JOHNSON: In
15 terms of GVI, are we planning on
16 expanding it as we move forward, and
17 what's the status, current status, of
18 GVI?

19 DIRECTOR GEER: We are. So GVI
20 has 19 positions. Again, our total
21 budget is about a little under \$2 and a
22 half million. We are planning on
23 expanding. We've seen the success of the
24 GVI model. I was out there a couple of
25 weekends ago where for those of you who

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 don't know, these individuals who we
3 identify with the help of law
4 enforcement, we go right to their
5 doorstep. We try and engage them. We
6 bring with us moral ambassadors. We
7 bring credible messengers. We bring
8 members of the Police Department. We
9 bring our own team who offers social
10 services immediately.
11 We think that this has an
12 impact on gun violence, because we're
13 offering people what they need, right?
14 We're meeting them where they're at,
15 whether that be mental health treatment,
16 whether that be employment opportunities.
17 We can set up in very short order. That
18 matters, and we are -- we received a
19 federal grant with help from some of our
20 federal partners. Mary Scanlon, in
21 particular, brought home about \$600,000.
22 That money is going to be targeted
23 specifically for GVI programming around
24 youth, right, around our youth. So we're
25 going to be bringing on with that money

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 five positions. These five positions
3 will be dedicated to our GVI program,
4 again, as it relates to youth.

5 We already do, by the way, look
6 at youth in our current GVI program. So
7 if they get on law enforcement radar and
8 become part of that, we look at them, but
9 this will be monies specifically
10 targeted. So we're going to expand it up
11 and we're going to continue to expand GVI
12 in general.

13 COUNCIL PRESIDENT JOHNSON:

14 Thank you.

15 How many police districts are
16 we in right now in terms of GVI?

17 DIRECTOR GEER: We are
18 currently in 17 police districts.

19 COUNCIL PRESIDENT JOHNSON: 17
20 police districts?

21 DIRECTOR GEER: 17, correct.

22 COUNCIL PRESIDENT JOHNSON: I
23 didn't hear you. Say it again.

24 DIRECTOR GEER: I'm sorry. 17
25 police districts.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 COUNCIL PRESIDENT JOHNSON: How
3 many are we looking to expand into in
4 terms of utilizing GVI as a strategy?

5 DIRECTOR GEER: I would have to
6 get back to you. I mean, it is my goal
7 to obviously be citywide with GVI. We do
8 understand, though, with our resources
9 and with the Commissioner's plan that --
10 by the way, our GVI program is aligning
11 with our public safety plan. We are
12 following that evidence and see that as
13 per the report, the ten districts, right,
14 that we're going to be focusing on, but
15 we're going to be aligning our resources,
16 including GVI, with that. So we will
17 continue to make sure that we are there
18 to address that 70, 80 percent of the
19 violent crime that's occurring in those
20 top ten districts, but it's our goal to
21 absolutely be where we can, and hopefully
22 that's everywhere. So I can specifically
23 get you how we want to scale up.

24 COUNCIL PRESIDENT JOHNSON: All
25 right. Just report back in terms of how

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 we're going to go about scaling GVI.

3 Another question, regarding
4 community expansion grants. I know last
5 year it was 24 million appropriated,
6 about by 16 million was actually spent.
7 Again, it's flat this year again, another
8 24 million for community-based
9 organizations.

10 Is there any plans to look at
11 how we provide multi-year funding from an
12 expansion standpoint? I know the plan
13 right now is a combination of, as y'all
14 would say, PIE, prevention, intervention,
15 enforcement. Majority of the other
16 component is the enforcement, because
17 that's what we're supposed to do as
18 Police Commissioner.

19 I want to talk more about the
20 prevention and intervention side, right,
21 looking at how do we scale the support
22 that we're providing for
23 boots-on-the-ground organizations from a
24 funding standpoint, because we are
25 remaining flat, and then also the

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 back-office support that a lot of these
3 organizations need in order for them to
4 utilize the funding that we're giving
5 them, but obviously I don't want to paint
6 a broad brush because we have some
7 successful organizations who are out
8 there doing that work day in and day out.

9 So have we looked at a
10 multi-year funding standpoint to help
11 stabilize these organizations?

12 DIRECTOR GEER: Council
13 President, I think that's a great idea.
14 I think that's a great point. We are
15 looking at all options to sustain and
16 understand the organizations, and there's
17 many, right, that are doing great work.
18 And so we need to lean into those
19 organizations, assist them in scaling up,
20 finding out what their successes are.
21 And then, frankly, if there are some
22 organizations that we're finding aren't
23 being as successful, can we help them
24 along, and if not, then we might opt to
25 use our money on some of these

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 organizations scaling up that we know are
3 working.

4 So I think right now the way it
5 operates is, these organizations can
6 reapply and we'll look at them. If we're
7 seeing success, then they will get
8 another round of grant money. I think we
9 can be more intentional about that.

10 I understand your point that
11 there's something to be said for
12 consistency for these organizations and
13 them being able to build out like a two,
14 three-year plan, right? If they're just
15 going from cohort to cohort, that's
16 difficult to think long term and include
17 that into their strategic planning. So I
18 understand that.

19 We are, by the way, going to be
20 hiring out a Director of Grants position.
21 So to answer your question in terms of
22 our level funding request, we're looking
23 for an all star here obviously, a grant
24 person who is going to be going out and
25 looking for the money.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 COUNCIL PRESIDENT JOHNSON:

3 Separate from the grant, and we'll
4 advocate as we move forward during this
5 budget negotiation process, but we want
6 to start with the money we already have,
7 right, in terms of upcoming budget right
8 now. So the grants are what we could
9 get, right, but I'm advocating for
10 expansion, additional funding beyond
11 what's already appropriated. And I know
12 part of the conversation will be, well,
13 we did 24 last year, only 16 was spent,
14 but, again, we're in a crisis. We got to
15 address this with a sense of urgency.

16 We're not going to arrest our
17 way out of this situation, so we want to
18 be very proactive in terms of supporting
19 as many, what I would call, grassroots,
20 boots-on-the-ground organizations as a
21 supplement, so what's going to be taking
22 place for a law enforcement standpoint.

23 And the other component is,
24 just to be more direct, and the last
25 Administration did have, so I want to see

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 within this Administration under y'all
3 first 100 days that we recruit an
4 organization to come in to help with the
5 back-office work that the
6 boots-on-the-ground organizations need.
7 Like we should already have an
8 organization up and running to help these
9 organizations, rather it's the system
10 with paperwork, the systems with doing
11 their taxes, but building their capacity.

12 I just want to get an idea
13 where we're at from that standpoint in
14 terms of hitting the ground running,
15 because we know what's coming around the
16 corner when the summer comes. And so if
17 we already know what the summer is going
18 to bring, just being proactive as much as
19 possible, I just want to get an idea of
20 where we're at in terms of have we
21 partnered or brought in an organization
22 to work with these groups as of yet.

23 DIRECTOR GEER: Council
24 President, again, that is astute. We
25 want to scale up responsibly. We need

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 to, as we say, understand, right, and
3 learn from any mistakes that the former
4 grant round applications, however you
5 want to look at it, we want to understand
6 and learn from that. So we feel we're
7 positioned now to scale up responsibly.
8 We feel like we're going to be able to do
9 so, though, with great effect, right?

10 This cohort that's ending --
11 actually, we extended the cohort
12 application for our next round of
13 grantees until today, because there were
14 six more organizations that wanted to get
15 their applications in. Of course we want
16 to take that in, right? Each of those
17 grantees who we're going to give out in
18 this next round of cohorts need to start
19 by June 1. They need to have plans for
20 June 1 for the summer programming. Those
21 grantees must also have a focus in their
22 plans starting June 1 for the youth,
23 right?

24 So we've already got that ready
25 to go. We're going to have those in

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 operation, like I say, June 1. The
3 Office of Children and Family, who we
4 partner very closely with, has all of
5 their summer programming for the youth in
6 particular, as I believe the Commissioner
7 has testified to already, and she is
8 present here if there's any further
9 detail needed there.

10 But we are going to -- we're
11 prepared. We're preparing for the
12 summer. We will have our grantees up
13 there.

14 We also, to your second point,
15 in learning again from some of the
16 challenges that we faced prior to the
17 Office of Public Safety, we brought in
18 Scattergood to provide some of these
19 supports for our grantees, Scattergood
20 Foundation.

21 COUNCIL PRESIDENT JOHNSON:
22 That's all I was really asking, do we
23 have an organization to come --

24 DIRECTOR GEER: Yes.

25 COUNCIL PRESIDENT JOHNSON: --

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 and give these organizations the support

3 they need in terms of their back office.

4 So we are working with someone?

5 DIRECTOR GEER: Correct. And

6 we can do more. We can do more and we

7 will do more.

8 COUNCIL PRESIDENT JOHNSON:

9 That's cool. And we got to be

10 supportive, but, again, when we're on the

11 ground and we're having these

12 conversations, a lot of these groups are

13 actually like doing the right things for

14 the right reasons. This is the type of

15 support that they need, and I think it

16 supplements the work that we're doing on

17 the enforcement side.

18 In your budget, there's 5

19 million to clean criminal justice debt.

20 Give me an idea of the current spend of

21 those funds, how many people have been

22 impacted by the clean criminal justice

23 debt, 5 million that's being requested?

24 DIRECTOR GEER: I'm sorry. Is

25 that the crime scene cleanup program?

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 COUNCIL PRESIDENT JOHNSON:

3 Yes.

4 DIRECTOR GEER: Thank you,
5 Council President. So we are in the
6 pilot period of that. We decided to
7 pilot in the 24th, and we did that on
8 purpose because we anticipated that that
9 might be an area that particularly might
10 need the service.

11 For those who don't know, we
12 will be the first major city, and I'm
13 very proud to say that, we will be the
14 first major city -- city, period, that
15 I'm aware of -- to publicly fund cleaning
16 up crime scenes in public areas when
17 they've occurred so that our communities
18 who are suffering from the trauma don't
19 have to deal with at least that visceral
20 trauma and then have their children and
21 family members literally cleaning up
22 these scenes. That's our responsibility
23 as a city. We feel very strongly about
24 that.

25 That 5 million is spread out

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 over three years to accomplish this goal.
3 To date in that pilot program,
4 thankfully -- and I say thank God we have
5 not had to use it in the 24th. That
6 means that there was no violent crime
7 scenes that would require this cleanup
8 process. We did, though, have to use it
9 at a recent shooting where two juveniles
10 were shot near a community rec center.
11 Fortunately they both survived. They
12 were in a public space. They ran into
13 the public space, that rec center, and
14 but for -- so that crime scene cleanup
15 program with public dollars cleaned up
16 that crime scene, right? But for that,
17 who knows who would have cleaned it up
18 and had to face that trauma.

19 These are professionals who are
20 coming in. We give them trauma
21 treatment, and they're doing, I think,
22 great trauma-informed work.

23 COUNCIL PRESIDENT JOHNSON:

24 Okay. Thank you.

25 Office of Victims Advocate,

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 just want to get an idea of current
3 operation, where we're at in terms of
4 reaching out to mothers and fathers who
5 have lost loved ones to gun violence, how
6 are we going to expand the level of
7 support to address families who are
8 dealing with trauma here in the City of
9 Philadelphia, as well as an initiative
10 where we're looking to expand upon those
11 who are available to receive funding when
12 there's a homicide that takes place.

13 I know that Adara Combs, who
14 heads that office, did some advocacy on
15 the state level to try to open up the
16 window to support and not penalize a
17 family who needs funeral support, support
18 to host a funeral, irregardless if their
19 kid was involved in some level of gun
20 violence. But we want to look at what's
21 the future and what does it mean for the
22 office in terms of support around
23 supporting mothers and fathers who have
24 lost loved ones to gun violence.

25 DIRECTOR GEER: A tremendous

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 office under the tremendous leadership of
3 Adara Combs.

4 Currently there are four
5 positions. Total budget is about a
6 million dollars, Council President. They
7 are doing incredible work with their
8 team. They are going to state -- they're
9 interacting with the state all the time
10 to try and get the money that is --
11 frankly, there's a lot of money out there
12 for victim services. They're doing a
13 good job of bringing that in.

14 They're doing a tremendous job
15 of reaching out to our families on both
16 sides of this, right? We know that often
17 the individuals who are the victims of
18 gun violence might be on the other side
19 of that, right? And they don't care
20 about that. What they're trying to do is
21 deal with support and trauma-related
22 support and financial support for
23 co-victims and those victims.

24 They've recently started an
25 outreach, right? Every single person who

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 is unfortunately the victim of a
3 homicide, their families are contacted by
4 the Office of Victim Advocate, and they
5 do -- they attempt to get them to every
6 service that they can, right? It's a
7 list of services, and they will walk them
8 through that. Their information is
9 there.

10 So we believe strongly in that
11 work, and I think that there are plans to
12 add to that office to help continue
13 further their mission in terms of
14 positions.

15 COUNCIL PRESIDENT JOHNSON:
16 Ms. Combs, could you come to the front,
17 please, join the table.

18 (Witness approached witness
19 table.)

20 COUNCIL PRESIDENT JOHNSON:
21 Just briefly, Ms. Combs, just give us an
22 update on, since your office has been
23 started, some of your key milestones and
24 advocacy standpoint, and then also the
25 work you're doing around trauma in

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 addressing families who have lost loved
3 ones to gun violence.

4 And then also I want to get an
5 idea -- I know the Commissioner isn't
6 here, but Adam as well as -- well, I got
7 Adam and Adam. I didn't think about it
8 that way. Adam, Public Safety Director
9 Adam Geer, how are we also making sure
10 we're co-coordinating with the new
11 positions that's going to come under
12 Commissioner Bethel, but also making sure
13 the actual Victim Advocate for the City
14 of Philadelphia, first of its kind in the
15 nation, right, still takes the lead and
16 there's a co-coordination in terms of how
17 we provide the level of services and
18 support as it relates to supporting those
19 families? Because I believe hurt people
20 hurt people, right? And one of the key
21 ways that we're going to address gun
22 violence is that when somebody gets
23 murdered and their family members and
24 their friends decide to go murder the
25 person that did the murdering, that

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 intervention but also addressing that
3 trauma hopefully will alleviate two
4 people from -- well, two groups of
5 friends or two guys from two different
6 neighborhoods trying to kill one another.

7 But, Ms. Combs, give us an idea
8 of your milestones, where you're at, and
9 what the future of your office looks
10 like.

11 MS. COMBS: Absolutely. First
12 and foremost, good morning, Council
13 President and to our other Philadelphia
14 City Councilmembers. It's an honor to be
15 here and speak on behalf of the Office of
16 Victim Advocate in service to the City of
17 Philadelphia.

18 So to go to your original
19 question, which is where we began, so as
20 this esteemed body knows, it began with
21 just me being appointed to this role.
22 Since then, two years later, we have
23 additional staff. We have a Deputy
24 Director, we have an Administrative
25 Coordinator, and we also have a

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 Relocation Program Coordinator.

3 The reason why I mentioned that
4 position specifically last is because as
5 this body also knows from previous
6 hearings, there was funding allocated to
7 relocate individuals who are experiencing
8 imminent danger as a result of gun
9 violence. There was a special hearing on
10 that and a lot of different conversations
11 regarding how we were utilizing that
12 money and how it will be utilized
13 effectively.

14 I'm proud to say that since
15 this office was created, despite the fact
16 that those funds were allocated prior to
17 the existence of this office, we have
18 developed a program that has been
19 utilized not only by citizens but also by
20 victim service agencies, by the Police
21 Department, by our GVI team, and a lot of
22 other entities in the City.

23 To date within this fiscal
24 year, we have relocated 19 individuals to
25 safety. Some of those relocations have

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 gone temporary and have been relocations
3 while the harm was abated or the danger
4 was abated, but eight of those
5 relocations have been permanent
6 relocation where individuals have been
7 able to find permanent housing in safe
8 locations.

9 And while in the grand scheme
10 of numbers 19 does not sound like a high
11 number, I think it's important to
12 remember that is 19 individuals who were
13 previously being targeted who are now in
14 safe locations. And while we don't -- we
15 pride ourselves on this program, it's
16 certainly not a program we want to see
17 have high numbers, because that means
18 there's a high amount of people who are
19 needing to flee their homes to safety.

20 So I'm proud to say we have
21 that program. We have a Relocation
22 Coordinator who is charged with ensuring
23 that those families are handled with
24 trauma-informed care, they're connected
25 to services.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 In addition to providing
3 housing support, we're also looking to
4 expand that program to provide some
5 additional supports that we know those
6 individuals need. When I say that, I
7 mean things like food insecurity, job
8 security, credit repair. A lot of the
9 issues we see are individuals who may
10 have the means to relocate to safety, but
11 don't have the actual background to
12 indicate that they're otherwise eligible
13 for that housing. And as we know, we are
14 in a housing crisis here in Philadelphia,
15 so trying to support those individuals to
16 make sure that they have those things in
17 place to maintain that housing, because
18 moving someone to safety without some
19 longevity is, quite honestly, futile. So
20 that is one milestone that I'm proud to
21 say that we have been able to accomplish
22 with such a small team.

23 In addition to that, we have
24 been able to pilot our crime scene
25 cleanup program, which is intended to

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 remediate crime scenes that are on public
3 property. The pilot district is actually
4 the 25th District. And we are proud to
5 say that to date in the last -- I think
6 it's the 16th. Since it piloted on
7 April 1st, we have not had any incidents
8 on public property that required the
9 cleanup, but we stand ready to provide
10 those services, if needed.

11 COUNCIL PRESIDENT JOHNSON: Is
12 this similar to the initiative, Adam, you
13 just talked about?

14 MS. COMBS: Same initiative,
15 yes.

16 COUNCIL PRESIDENT JOHNSON:
17 Okay. Good. So it's 5 million that's
18 appropriated that could be used in the
19 future, correct, for this initiative?

20 MS. COMBS: Yes.

21 COUNCIL PRESIDENT JOHNSON:
22 Okay.

23 MS. COMBS: So the plan right
24 now, in partnership with the Police
25 Department, we are working literally step

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 and tow with them to train the officers
3 to develop the program to make sure every
4 level of the Police Department and all of
5 our community agencies are well versed on
6 what we'll be doing.

7 We started in the 25th
8 District. We plan to expand within East
9 Division, and after that move division by
10 division until we're citywide. So that
11 is the goal that we have.

12 As Director Geer indicated, we
13 did deploy the service one time, not in
14 the 25th District where we're piloted,
15 but to the West Mill Creek Recreational
16 Center, and we were able to see that play
17 out.

18 And what I'd like to say to
19 this body is while we can't predict how
20 often this will be needed and obviously
21 it's not something we desire to be
22 needed, when I was there on the scene
23 last Wednesday myself, myself and my
24 Deputy Director went to that scene to
25 make sure it was done correctly. There

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 were community members -- it was a bright
3 sunny day. I think it was last Tuesday.
4 And there were community members walking
5 over and through the blood as if it was
6 not there, and I think it's important to
7 remember that these communities are
8 becoming numb to what is happening to
9 them. So it is on us to ensure that
10 we're providing services to make sure
11 that doesn't happen.

12 People tracking that biohazard
13 matter through the day into their homes
14 is obviously a safety concern that as a
15 city we certainly can't stand by. So
16 those are certainly two programs that we
17 are proud of.

18 In addition to that, as Council
19 President indicated, we have been doing a
20 lot of work to make sure that we support
21 the victim service agencies that are
22 present in the City and make sure that
23 they receive the funding that they need.

24 There was recently a cut that
25 was voted on through the Pennsylvania

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 State Commission on Crime and Delinquency
3 to the victim service agencies, and what
4 that translates to is that each and every
5 victim service agency that is funded by
6 the state will receive a cut come
7 October 1st to their budget. That will
8 happen. It's not a maybe. It's not a
9 guess. It absolutely will happen. That
10 will directly impact all of your
11 constituents and all of our community
12 members to the tune of five percent. And
13 while, again, five percent is not a high
14 number, that is a position, that is a
15 program, that's supplies. That's a lot
16 of different things that these agencies
17 need to survive.

18 COUNCIL PRESIDENT JOHNSON: Let
19 me put a pin in that just real quick.

20 So, Adam, this is good while we
21 have these hearings, right, so we could
22 be supportive of one another. So what I
23 would recommend, as members of Council,
24 we submit our priority request to the
25 Appropriations Chair in Harrisburg, as

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 well as the Mayor is going to submit her
3 priority request to the Appropriations
4 Chairman in Harrisburg. And also we're
5 working together, the Mayor and I, and so
6 we should be on the same page saying if
7 we can stave off these cuts because we're
8 asking for this type of resource and
9 support as a part of our priority
10 request, then maybe we'll have an
11 opportunity, because they're still going
12 through the negotiation process. So
13 maybe we can stop this ahead of time
14 working together.

15 So this is very, very important
16 information that I had no idea was
17 actually happening. And we just had an
18 intergovernmental meeting the other day
19 with the Administration, members of
20 Council, Congress, and both
21 Appropriations Chair, but this wasn't
22 brought up as a key issue that we all
23 could be working on. So very, very
24 valuable information.

25 MS. COMBS: And also just to

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 add to that, my office has been convening
3 all of the PCCD-funded entities within
4 the City of Philadelphia, so those
5 include organizations like all of the
6 community-based organizations in all of
7 your districts, EMIR Healing Center,
8 Mothers in Charge, SeniorLAW Center,
9 CARIE, the DA's Office CARES Unit, all of
10 those entities that are going to be
11 receiving that cut, to do some collective
12 advocacy to make sure that we cannot only
13 secure funds to kind of gap fill the
14 funding that they will lose come
15 October 1st, but also to make sure that
16 we're increasing their capacity, because
17 as we ask more of them, we have to give
18 them more to do the work that they need
19 to be doing within our communities.

20 So we are seeking to not only
21 actually support them but also fiscally
22 support them as well in the work that
23 they are doing.

24 And to answer your next
25 question in terms of the future of the

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 office, in addition to the programs that
3 we already have, as Director Geer
4 indicated, starting, I want to say, in
5 February, we began to send out letters to
6 all of the family members of homicide
7 victims. And although that is not a
8 program per se, it is an initiative that
9 I am proud to say we are doing. It's a
10 small gesture, but it goes a very far
11 way.

12 Since that date, we have sent
13 out 64 letters to those families, and
14 we'll have another batch going out this
15 Thursday, and what those letters
16 basically say is that as a city, on
17 behalf of myself, my office, as well as
18 Mayor Parker, as well as the City of
19 Philadelphia, we offer our condolences
20 and support. In addition to that, we
21 have a two-page resource guide that
22 provides information to all of the
23 agencies that are available to them,
24 whether it be community-based agencies,
25 the Police Department, the Medical

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 Examiner's Office, the Police Department
3 Victim Services Unit -- or Victim
4 Assistance Office, I'm sorry, the CARES
5 Unit, everybody you can think of, DBHIDS,
6 that folks may need that they don't have
7 the information for, that's contained in
8 that letter.

9 And while, yes, we know,
10 individuals receive a lot of information
11 after someone has passed away, in my
12 viewpoint as well as Director Geer as
13 well as Mayor Parker, this offer of our
14 condolences and support to us is a
15 showing to the community that we do care
16 and that their loved one is not just a
17 number but rather a person we will miss
18 in our community. So that's an
19 initiative that we have.

20 COUNCIL PRESIDENT JOHNSON: Go
21 ahead and drop that mic.

22 I want to acknowledge two key
23 parts of what you're working on, which
24 shows progress that this body has been
25 doing. Councilman Curtis Jones held

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 hearings regarding witness relocation,
3 and some people don't know that the
4 relocation that you're doing is separate
5 from what the District Attorney's Office
6 was doing. There was a need.

7 You also talked about helping
8 people get permanent housing, also
9 something that Chairman of Public Safety
10 worked on as well. And the cleaning up
11 of crime sites, had a hearing -- I didn't
12 even know that was a thing at the time,
13 right? I guess just growing up in the
14 neighborhood, it's not -- just being
15 quite frank, seen plenty of people, just
16 being honest with you, since 12 years old
17 being murdered in the streets of South
18 Philadelphia. So I didn't even think it
19 was a thing about -- ain't never come to
20 the point of South Philly and say, we're
21 going to clean up this site. It's just
22 it is what it is and life goes on.

23 So I think those key
24 initiatives that you're working on I
25 think is great. I think reaching out to

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 the actual families, that goes like a
3 long way from the healing standpoint,
4 because we still have people coming down
5 to Council advocating every now and then
6 saying we're trying to deal with a cold
7 case or how we get follow-up and work in
8 partnership with detectives in terms of
9 getting some closure after losing a loved
10 one.

11 So thank you for that update.

12 And I'm going to relax my time
13 to the members. I just had one small
14 question regarding -- and this is for
15 Mr. Adam Geer. Thank you, Adara Combs.

16 MS. COMBS: Thank you.

17 COUNCIL PRESIDENT JOHNSON: And
18 my last question before I relax my time
19 is, are we -- well, I recommend that we
20 explore two things. One, in this budget
21 is there expansion for funding for the
22 safe passage program with the School
23 District of Philadelphia, making sure
24 children are safe going to and from
25 school? Are we expanding -- in this

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 budget is there funding for that?

3 DIRECTOR GEER: I would have to
4 check specifically. That's a program
5 that's with the School District. It's a
6 contract with the School District and the
7 Police Department. So we would have to
8 look, and I'm not sure if we can quickly
9 figure out whether there was an expansion
10 for the monies for that.

11 We have with Town Watch
12 Integrated Services within the Office of
13 Public Safety a program that's similar
14 where we identify corridors for
15 school-age children who are walking to
16 and from school. That funding is level.

17 COUNCIL PRESIDENT JOHNSON:
18 That funding is level?

19 DIRECTOR GEER: That funding is
20 level for that program, but that's the
21 program personally -- well,
22 professionally as the Director of Office
23 of Public Safety, I think what we are
24 trying to capture and focus on is the
25 older individuals who are in and around

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 schools who may be subject to this type
3 of gun violence. The safe pathways that
4 the Town Watch Integrated Services runs
5 in my shop, it's for younger.

6 COUNCIL PRESIDENT JOHNSON:
7 Younger ones?

8 DIRECTOR GEER: Correct. So I
9 think we would want to look into the
10 numbers as it relates to the other
11 program with the Police Department and
12 School District.

13 COUNCIL PRESIDENT JOHNSON: And
14 then last, have we looked at how we can
15 reset Town Watch Integrated Services? At
16 one time Town Watch was very, very
17 heavily inside the community under the
18 Managing Director's Office. It was
19 different than the traditional come
20 outside with walkie-talkies, but more
21 from an intervention and prevention
22 standpoint, you had a significant amount
23 of workers in different neighborhoods
24 throughout the City of Philadelphia doing
25 this work around public safety.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 Could we consider re-looking at
3 that model from a prevention and
4 intervention standpoint? And the same
5 thing with Philadelphia
6 Anti-Drug/Anti-Violence Network. Most of
7 the social media beefs end up inside the
8 schools and spill out into the streets.
9 And rather it's the School District
10 contracting with Philadelphia
11 Anti-Drug/Anti-Violence Network or other
12 organizations that are boots on the
13 ground, we have to have more of a
14 presence inside the schools to try to
15 help resolve the conflicts with our young
16 people before they get out in the
17 streets.

18 And so I know some of it is the
19 responsibility of the School District,
20 but we lead as well from a city
21 standpoint in terms of convening, getting
22 everybody at the table from a resource
23 standpoint, seeing how we can fill in the
24 gaps, because if we're not inside those
25 schools, I think we'll continuously see

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 the same issue go on and on when it comes
3 to our young people. Just something to
4 consider and think about.

5 DIRECTOR GEER: Agreed, Council
6 President. Yes is the short answer to
7 both those. We're going to look at both
8 those, but, yes. The short answer is
9 yes.

10 COUNCIL PRESIDENT JOHNSON:
11 Thank you. I'll relax my time.

12 Councilman Curtis Jones.

13 COUNCILMEMBER JONES: Thank
14 you, Mr. President.

15 Two quick questions. Are you
16 on CJAB and is the Victims Advocate also
17 on CJAB?

18 DIRECTOR GEER: I'm not sure if
19 the Victims Advocate is. We are on CJAB.
20 The Mayor needs to -- will officially
21 appoint me to CJAB, but I'm in contact
22 with Judge DeFino-Nastasi. We were
23 invited to the last CJAB meetings. We
24 have those memberships. It's just me
25 officially being appointed, but, yes.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 COUNCILMEMBER JONES: Because
3 as we anoint you as the straw that stirs
4 the drink, that is where the drink is.
5 You have all of those different
6 department heads, and when somebody does
7 something, an initiative, if in
8 Kensington we do a massive enforcement
9 piece, that affects the prisons, that
10 affects the health system, that affects
11 the courts. So that all of those things
12 are anticipated in a way that they can
13 adjust for. So I wanted to make sure of
14 that.

15 A couple of things. One, have
16 you begun measuring the
17 boots-on-the-ground grants and their
18 effectiveness? We are pleased that crime
19 has gone down. I think it's 30 percent
20 or better. But who, what, how that
21 happens we need to kind of get more
22 information on so that we can reinforce
23 those programs that are working and then
24 maybe adjust the ones that are not. So
25 those kinds of data bringing back to this

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 body is essential. If we're putting up
3 that much money, we want to know what is
4 working and what needs adjustment. So if
5 you could do that, that would be helpful.

6 DIRECTOR GEER: Yes,
7 absolutely. We have had independent
8 evaluations of our grant program. Either
9 they have been completed or are in the
10 process of being completed. We hired --
11 rather, the previous Administration in
12 response to some of these challenges
13 hired two grant analysts to specifically
14 look at this.

15 I personally have brought on
16 our Chief Operating Officer, Marcia
17 Dixon, who is absolutely incredible and
18 has not only a strong financial
19 background and eye, but also comes from a
20 public safety background as well. She is
21 looking at this.

22 We're bringing in a Director of
23 Performance Management -- that will be a
24 new hire -- to look at this. So we
25 absolutely -- it is a priority of my

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 office to make sure that we are
3 understanding what is working, what is
4 not working, and being fair and also
5 supporting these organizations how we
6 have to support them so that they can be
7 in the best position to succeed. And we
8 will bring back that information to
9 Council as we receive it.

10 COUNCILMEMBER JONES: And thank
11 you both for elevating crime prevention
12 and gun violence to a prominent level,
13 and you have been working on the
14 Blueprint for a Safer Philadelphia, and
15 thank you for that. You all have the
16 questions. You're responding in a
17 tremendous way. A lot of those things
18 are being implemented as we speak. But
19 one of the ones that I really want to get
20 insight on is, we have a school-to-prison
21 pipeline. How do we reinforce and create
22 a school-to-paycheck pipeline?

23 Example, the Fleet Management,
24 I think a third of their workforce
25 actually comes from public schools, CTE

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 schools, Randolph School, and are filling
3 the ranks. We have a problem with
4 filling all of these positions. So if
5 you can't find outside workers, let's
6 grow them from particularly an at-risk
7 population that otherwise might find
8 their way into problematic careers. So I
9 know Fleet Management does it. Can you
10 talk about school-to-paycheck pipelines
11 that we are creating?

12 DIRECTOR THIEL: Councilmember,
13 Council President, this is certainly a
14 topic that is near and dear to my heart
15 in my former role and now looking across
16 the entire breadth of City government. I
17 know in my prior role, with help from
18 Mayor Parker in her prior role, we
19 doubled the size of our Explorers Program
20 by giving them a dedicated facility, and
21 we've really seen the fruits of that
22 already in Fire. And the Fire Department
23 also has a program at the Randolph
24 School, another program that frankly at
25 various times has been challenged to

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 recruit students. That program is going
3 great now, that partnership with the
4 School District. And the Police
5 Department of course has a huge Explorers
6 Program as well. We have the program in
7 Fleet. We have Future Track in Streets
8 and Sanitation. We have a lot of
9 different programs across City
10 government, and I think we need more.
11 Certainly the Municipal University, a
12 great vision of Mayor Parker's that we're
13 really excited to get going on with the
14 Community College.

15 And actually I just read an
16 article about the current generation, and
17 I have a few of those folks at home --
18 well, not really at home -- very
19 interested in the trades and very
20 interested in -- maybe less interested in
21 going to college, and that really
22 resonates even with my experience. I
23 didn't know what I wanted to do and I
24 just sort of stumbled into what turned
25 out to be a career for me.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 There's a huge opportunity
3 here, so I think as we're building the
4 Municipal University, we're continuing to
5 leverage and double down on these
6 programs.

7 Another one that's been huge
8 for us as we've been talking with a lot
9 of healthcare providers, healthcare
10 systems is, here as the City of eds and
11 meds, there are a lot of healthcare
12 opportunities that are available.
13 Another thing we experimented with in my
14 last job, we had a community EMT program
15 with 1199C. We had an community EMT
16 program with Drexel's Dornsife School of
17 Public Health. We had a community EMT
18 program with WPSI, with the West
19 Philadelphia Skills Initiative.

20 So I really think the sky is
21 the limit. I think certainly the time is
22 now. It seems like there's an appetite
23 for that. We do have unfilled positions
24 across all of City government, and I
25 believe that working together and in a

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 collaborative way, an intergovernmental
3 way, which is what Mayor Parker is
4 demonstrating, we can get this done.

5 There was just a number of
6 opportunities released in the past couple
7 days from the federal Department of Labor
8 for apprenticeship programs. We know
9 that working with the building trades,
10 there's already something we're doing.

11 So I'm hopeful that this
12 additional federal investment, plus all
13 of the work that we're doing, will
14 continue. We need it. We need it now.
15 We need folks to fill these roles not
16 just for today, in talking with the
17 healthcare folks, this is a four, five,
18 ten-year pipeline. So we really do need
19 to be filling that pipeline today for
20 jobs that we may not have been thinking
21 about are in scope.

22 COUNCILMEMBER JONES: One of
23 the things that I would encourage, that
24 really there's a finite amount of young
25 people that are, as they say, off the

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 chain, might be around 5,000 folk out of
3 the population. I want to encourage us
4 to create year-round jobs for that
5 population. Everybody is not going to
6 take advantage of that opportunity, but
7 if 50 percent of them did, what would it
8 do to our crime rate.

9 And as a part of GVI, that that
10 is something we offer them. I've gone on
11 those walk-arounds, and after the
12 participant gets beyond disbelief that
13 they're not going to jail that day, you
14 know, they start to open up to the
15 possibilities of some of the positive
16 things that might be offered.

17 So if you said to me, you can
18 get off this corner, I'm going to give
19 you an opportunity to have a year-round
20 job so that you don't have the reason to
21 do what you do, that might be an
22 incentive for folk to do the right thing.

23 So if we could see -- I know
24 there's a year-round possibility. Does
25 anybody know how many jobs that is and if

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 we can't expand that?

3 DIRECTOR THIEL: Well, we know
4 that the Office of Children and Families
5 during the summer programs this year, a
6 number of those summer jobs are going to
7 lead to full-time jobs, and we can get
8 back to you with exactly that number. I
9 know our Chief Deputy Managing Director
10 has that.

11 Parks and Rec I think has other
12 jobs that that's a pipeline. Future
13 Track is intended to be a pipeline. As
14 we expand Clean and Green, this is
15 another opportunity that we have for the
16 Philly TCB folks, CLIP folks, for them to
17 ultimately turn what are entry-level jobs
18 into career jobs, and part of this, I
19 think --

20 COUNCIL PRESIDENT JOHNSON: Can
21 I get a point of information, if you
22 don't mind, Member Jones.

23 COUNCILMEMBER JONES: Go ahead.

24 COUNCIL PRESIDENT JOHNSON: We
25 cut CLIP by a million dollars. So can

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 you give us an idea why? Because that is
3 an easy entrance way into the Streets
4 Department, and we normally recommend
5 folks there irregardless of their record,
6 but I know the whole mission is clean and
7 green. And so members have been asking
8 that for a while, especially
9 Councilmember Mike Driscoll.

10 Can you give us an idea of how
11 is that -- how cutting it gets us to
12 where we need to go?

13 DIRECTOR THIEL: Council
14 President, since that is in the Clean and
15 Green Initiative, we'll have to get back
16 to you on that from our Director of Clean
17 and Green Initiatives, Carlton Williams.
18 I don't see him here today, but we can
19 certainly get back with you on that.

20 Obviously there is a huge
21 investment in Clean and Green, and some
22 of what you're seeing as cuts or what
23 you're seeing -- what look like cuts are
24 actually transfers or reinvestments in
25 other areas. So I think -- I don't

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 think. I know that for Clean and Green,
3 the net-net on our clean and green
4 initiatives is definitely plus, plus
5 dollars, plus equipment, plus people.
6 We're going to be coordinating these
7 folks.

8 So my sense is that probably
9 looks like a cut because of some of this
10 movement. We are absolutely going to be
11 investing not just in the equipment and
12 the vehicles for Clean and Green, the
13 people with an eye towards ensuring that
14 those -- a lot of those folks that we're
15 going to be hiring, whether they are --
16 part of this is putting everybody under
17 the same umbrella. So regardless of how
18 they're hired, we want them to get into
19 these City jobs that have not just pay,
20 benefits. I think this is another part
21 of the conversation that we're missing.
22 When you look at the total package, it's
23 not just about cash money. It's about a
24 pension and it's about health insurance,
25 and I think we need to have that

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 conversation more holistically with young
3 people, because if it's just about cash,
4 that can be difficult to compete. The
5 City offers so much more. And as we're
6 having Municipal University -- we already
7 offer -- I tell folks all the time, sure,
8 college is great, and if you come work
9 for us now, then we'll send you to
10 college. I mean, we have a lot of
11 different programs across the City to
12 help send people to college.

13 So I think that to me,
14 reframing this conversation, Council
15 President. We'll get back to you with
16 the specifics on your question. I can
17 confidently say the net-net for all of
18 our clean and green initiatives is going
19 to be more people to do more work in a
20 collaborative and coordinated fashion,
21 with an eye towards long-term City
22 employment.

23 COUNCIL PRESIDENT JOHNSON:

24 Thank you.

25 Member Jones, do you want to

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 wrap it up?

3 COUNCILMEMBER JONES: No. I'm
4 good. In the next round, what I'd like
5 to do is focus on one of Member Phillips'
6 priorities, which we're working with DHS
7 on, Parent University, because at the
8 beginning of the problem, precursor to
9 the issue, is parents' ability to raise
10 our kids and parent accountability,
11 something that we need to take a deeper
12 dive on, giving them resources, but also
13 if your kid was out at 1 o'clock in the
14 morning, why? So whoever from your team
15 can respond to that, I'd be grateful to
16 hear.

17 Thank you, Mr. President.

18 COUNCIL PRESIDENT JOHNSON:

19 You're welcome.

20 The Chair recognizes

21 Councilmember Phillips.

22 COUNCILMEMBER PHILLIPS: Thank
23 you, Council President.

24 COUNCIL PRESIDENT JOHNSON:

25 Member Phillips, one second. I just want

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 to acknowledge present is Councilmember
3 Cindy Bass, Councilmember Young,
4 Councilmember Harrity as well present for
5 the record.

6 COUNCILMEMBER PHILLIPS: Thank
7 you, Council President Johnson.

8 Many neighbors in the Ninth
9 District hesitate to utilize 3-1-1
10 because of its lack of transparency.
11 They submit a complaint and there's no
12 follow-up or clear action. Many times
13 the ticket is closed with no resolution.
14 This actually happened to me.

15 Chicago's 3-1-1 faces
16 challenges with transparency regarding
17 resolved claims, prompting the
18 implementation of a system where photos
19 are uploaded to verify completed work.

20 What measures is the Managing
21 Director's Office taking to enhance the
22 infrastructure of 3-1-1?

23 DIRECTOR THIEL: Councilmember,
24 Council President, I'm so glad you asked.
25 We absolutely agree that 3-1-1 -- the

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 folks who work in 3-1-1 are really
3 dedicated and they work hard to be able
4 to do what is within their scope. The
5 obvious challenge, or I see it as an
6 opportunity with 3-1-1, is to make sure
7 that that intake is connected to the
8 work. That is the part that is missing,
9 and we are building that. In this budget
10 that is recognized.

11 We're going to be building sort
12 of an action component to 3-1-1 so we can
13 make sure that when we get those tickets,
14 that we are immediately or very
15 shortly -- and, again, 24/7/365, not just
16 seven and a half hours a day or not just
17 if it happens on Friday, wait until
18 Monday to fix it. We are building that
19 capability, because we need
20 round-the-clock coordination and
21 collaboration, not just among City
22 departments but among all of our other
23 partners. And I think this is one of the
24 challenges with 3-1-1.

25 And, again, I really -- I want

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 to be really clear. I appreciate their
3 work, just as I appreciate our 9-1-1
4 dispatchers. It's National Public Safety
5 Telecommunicators Week. All those folks
6 kind of fall in that bucket.

7 To me and having sat with them,
8 it's not a job I could do, to be able
9 to -- essentially you're getting all of
10 this incoming information and you're not
11 able to see closure, so you can imagine
12 how tough that is. So these are tough
13 jobs.

14 The transparency, we are going
15 to be building exactly that. We are
16 going to be essentially making sure that
17 we're putting these feeds out, making
18 them public, not just showing the tickets
19 but showing the actions, exactly what
20 you're suggesting, with photos, with
21 information.

22 It's happened to me as well
23 that you call something in. We just saw
24 an example the other day, somebody's
25 ticket is closed and the discarded couch

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 was still there.

3 So we need to build that. We
4 need to give the folks in 3-1-1 frankly
5 some love and some attention and better
6 tools, not just technology tools,
7 professional development, the training,
8 to get them to the point where when we
9 close a ticket, we're not just closing
10 the ticket, we know the work is done and
11 we're putting that out there for
12 everybody to see.

13 COUNCILMEMBER PHILLIPS: Thank
14 you. Thank you, Managing Director. And
15 also one of the things just to add into
16 transparency is how do we make sure
17 that -- maybe you could make it more
18 transparent where by district, here are
19 all the district complaints so that we as
20 Councilmembers and our team, we can
21 figure out, you know, what was opened and
22 what's closed as well immediately. So
23 that could be helpful.

24 DIRECTOR THIEL: Yeah.
25 Councilmember, we're actually going to be

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 kind of organizing as we're -- organizing
3 by geography for this coordination.
4 We're going to be doing that by
5 councilmanic district, so we make sure
6 that as people are visualizing, they can
7 see that, that you all will have direct
8 access to this information, and we really
9 think that's actually -- making it
10 transparent is going to help the folks
11 who are working there so they can
12 actually see the fruits of their labors.

13 COUNCILMEMBER PHILLIPS:

14 Thanks.

15 This is around OTIS's work. So
16 as we know there's a high demand for
17 speed cushions in most District Council
18 offices, and I know Vision Zero is
19 looking at the dozens or so of roads that
20 make up the highest number of vehicle
21 deaths and accidents, but what relief are
22 we going to be giving our residents in
23 terms of helping them understand what can
24 be done to slow down traffic? Because I
25 want to hear from you all have you

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 thought about other measures that could
3 be in place? Because right now there's
4 this deep belief among residents that
5 their block, everyone's block deserves a
6 speed-calming measure, specifically a
7 speed hump, right, speed bumps. So that
8 may not be practical, right?

9 So what are we going to be
10 doing to make sure residents feel like
11 there's traffic additions that are being
12 slowed down across the City?

13 DIRECTOR THIEL: Councilmember,
14 Council President, as you know, Vision
15 Zero is a high priority for Mayor Parker.
16 Her fourth executive order was to
17 essentially move Vision Zero forward. I
18 can tell you, because we were at their
19 conference together, it's a high priority
20 for me as well, and it's really been an
21 honor. We have an incredibly dedicated
22 group of folk within our Office of
23 Multi-Modal Planning who are working on
24 Vision Zero and thinking about those
25 issues literally around the clock and

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 continuing to address the education

3 component.

4 You're exactly right. If you

5 speed between the traffic-calming

6 installations, that just doesn't work.

7 So we really need folks to embrace their

8 role in this and slow down. I mean, we

9 see that everywhere around the City.

10 Rest assured, the Vision Zero

11 folks are working constantly to find the

12 most efficient and effective way to

13 deploy the resources we have in

14 communities for speed cushions, for other

15 traffic-calming measures, for bike lanes,

16 which are also -- bike lanes, in addition

17 to providing that bike network that is so

18 important, bike lanes also provide

19 traffic calming.

20 So this really is -- it is an

21 extremely complicated system in Vision

22 Zero and what our Streets Department is

23 doing, and we can get you more specifics,

24 because there is a lot of detailed

25 information on how these decisions are

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 made and what they're doing.

3 COUNCILMEMBER PHILLIPS: I

4 don't want to cut you off, but one of the

5 things that could be really helpful is

6 how do we communicate with residents the

7 process towards getting speed cushions

8 and how slow it's going to be. It can't

9 just necessarily come from us, and I

10 think it's going to be important that we

11 communicate this across the entire City

12 through maybe a website, through e-mail

13 communication, something, because right

14 now residents -- every resident in the

15 City of Philadelphia believes they

16 deserve a speed bump on their block. And

17 so maybe there has to be a level of

18 things that you're saying that you're

19 going to be doing, how you're doing it,

20 because we're going to frustrate the City

21 right now.

22 We just came from a community

23 meeting last night where that was the

24 biggest topic.

25 DIRECTOR THIEL: Councilmember,

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 we agree on the importance of education
3 and prevention, and I know that Mike
4 Carroll, our Deputy Managing Director for
5 Transportation and Infrastructure
6 Systems, is here, and I know his team is
7 watching, so we'll make sure that we
8 double down on that and provide that
9 information.

10 COUNCILMEMBER PHILLIPS: Thank
11 you, Managing Director.

12 Thank you, Council President.

13 COUNCIL PRESIDENT JOHNSON:
14 Thank you.

15 The Chair recognizes
16 Councilmember O'Rourke.

17 COUNCILMEMBER O'ROURKE: Thank
18 you, Council President.

19 Good morning, Director Thiel.

20 DIRECTOR THIEL: Good morning,
21 Councilmember.

22 COUNCILMEMBER O'ROURKE: Good
23 morning, Director Geer. Thanks for being
24 here today.

25 As we all know, this

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 Administration hit the 100-day milestone
3 last week and dropped the 100-day report
4 focused on public safety, which I was
5 just kind of perusing through as
6 Councilman Phillips was asking his
7 questions. I want to spend some time
8 today asking about that plan so I can
9 understand how the Office of Public
10 Safety is thinking about the rollout,
11 starting with the Kensington community
12 renewal -- revival. Excuse me.

13 The first phase of this plan is
14 warning and opportunity where the police
15 and others will visit the area to give
16 occupants a final chance to take shelter
17 or treatment before enforcement begins in
18 Phase 2.

19 Phase 2 kicks off a multi-day
20 effort to go block by block, sweeping the
21 area, arresting folks who didn't comply
22 during Phase 1. So I want to get very
23 clear on the details of this.

24 How long does the
25 Administration plan to be in the warning

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 and opportunity phase before the sweeps
3 begin, and what does, if you will,
4 warning actually look like? Will written
5 notices be given? Are you relying on
6 word of mouth only? Can you speak to
7 that, please?

8 DIRECTOR GEER: Absolutely, and
9 thanks for the -- thank you for the
10 question.

11 COUNCILMEMBER O'ROURKE: Thank
12 you.

13 DIRECTOR GEER: Some of this I
14 will reserve for the Police Department in
15 terms of the actual police actions. I'm
16 not -- I don't want to speak on their
17 behalf there, but I'm happy to answer
18 this question as it relates to these
19 phases, because I want to make it very
20 clear.

21 That Phase 1 in which there's
22 going to be outreach to individuals to
23 attempt to connect them with services,
24 that goes through all phases. So as a
25 priority -- if we're in Phase 2 where

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 there are going to be enforcement of
3 criminal violations, well, as a first
4 step, we're still going to be offering
5 services to those individuals. So it
6 is -- I want to be clear that it is not
7 as though at Phase 2 there will be no
8 opportunities that were presented in
9 Phase 1. Those will always be available
10 into the future. That is the primary
11 goal of this Administration, is to
12 connect people to services.

13 COUNCILMEMBER O'ROURKE: To be
14 clear, all phases of this plan will
15 include the offering of resources in each
16 step?

17 DIRECTOR GEER: Absolutely. If
18 there's an individual who is going to
19 accept services, no matter where we're
20 at, that is the plan, and that is -- that
21 would be -- that is the top priority, top
22 goal, absolutely. Yes.

23 COUNCILMEMBER O'ROURKE: Okay.
24 But can you speak to me about the number
25 of days or the weeks that you'll give

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 folks to find other arrangements or begin
3 seeking treatment? Like what is the
4 actual detailed day and week plan at this
5 point?

6 DIRECTOR GEER: I don't believe
7 that there's been a date provided yet by
8 the Police Department as to what that is.

9 COUNCILMEMBER O'ROURKE: Thank
10 you.

11 DIRECTOR GEER: Sure. But that
12 period where we will be reaching out to
13 people will continue and there's --

14 COUNCILMEMBER O'ROURKE:
15 Resources will go along with that?

16 DIRECTOR GEER: Right. There's
17 no timeframe on that.

18 COUNCILMEMBER O'ROURKE: Thank
19 you, Director.

20 As sweeps occur, what is the
21 plan for handling folks' belongings,
22 their clothes, personal items, things
23 that they were using for housing? Will
24 there be a mechanism of folks to restore
25 their belongings to return to after

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 receiving that treatment? What is the
3 thinking along that line?

4 DIRECTOR GEER: Yes. And,
5 again, I really appreciate these
6 questions, because this is getting to the
7 point of how this needs to be done
8 compassionately, right? When I first
9 started doing this work and as a
10 prosecutor, over a decade ago we weren't
11 thinking about these kinds of things,
12 right, but the reality of it is, as I get
13 closer to this work, there are barriers
14 to these folks entering treatment.
15 Another one that I think about that I'll
16 pull out is people who are in
17 relationships, right? A lot of places
18 where they'd go for inpatient housing,
19 they won't accept the relationship, the
20 couple to come. They separate them. And
21 I have a wife. That would be difficult,
22 right, to be separated if we both needed
23 treatment.

24 We are thinking about these
25 issues, yes. There will be a plan to

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 take in, to answer your specific
3 question, the personal belongings.

4 COUNCILMEMBER O'ROURKE: But as
5 it stands right now, that's not clear.

6 DIRECTOR GEER: I'm sorry?

7 COUNCILMEMBER O'ROURKE: As it
8 stands at the moment, it's not clear.

9 DIRECTOR GEER: No, no. That
10 is part of the plan. Absolutely we are
11 planning for that, yes.

12 COUNCILMEMBER O'ROURKE: For
13 the police and other safety partners that
14 are involved in the actual sweeping, can
15 you describe the training that they'll
16 receive to ensure that medical,
17 behavioral health needs of these folks
18 being arrested and displaced are actually
19 being taken into account in the process?
20 This is something I think we raised and
21 mentioned in the past couple days or
22 yesterday.

23 DIRECTOR GEER: If we're
24 talking about the folks who would just be
25 arrested, that would be because they

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 refused treatment and because they were
3 doing something criminal.

4 COUNCILMEMBER O'ROURKE: No,
5 no.

6 DIRECTOR GEER: Right. But to
7 answer your question, and this might be
8 better suited for the Police Department,
9 but the officers who are going to be out
10 there in these particular areas for this
11 particular Kensington plan are the ones
12 who are highly trained in interacting in
13 sort of this kind of work, this kind of
14 really difficult work where there needs
15 to be nuances and there needs to be
16 officers who have training. So I can't
17 speak specifically to the training, but I
18 do know that that is absolutely
19 contemplated.

20 COUNCILMEMBER O'ROURKE: So
21 there's an assumption that the ones that
22 are going out there are prepared to
23 handle the uniqueness of the situation?

24 DIRECTOR GEER: I think that
25 that's fair to say.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 COUNCILMEMBER O'ROURKE:

3 Continuing with the Kensington community
4 revival, I want to talk about how the
5 Administration is expanding
6 Philadelphia's treatment capacity to
7 serve people with addiction. In the
8 first phase, warning and opportunity, the
9 plan states that PPD will partner with
10 various programs and City partners
11 wishing to provide services and
12 treatment, and this will be the final
13 opportunity to take advantage of
14 treatment and shelter services. So that
15 kind of is cross with what you were
16 saying earlier, which is that in every
17 phase, services will be offered. Is that
18 still the case?

19 DIRECTOR GEER: No, no. I
20 don't think that's in contradiction with
21 what I said. If you want to read it
22 again, I can respond, but I don't think
23 that's in contradiction. We're very
24 clear that if there's a person and they
25 are in Phase 2, Phase 3, or whatever, and

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 they are extended services and they
3 accept services, whether that's through
4 PAD, if they're PAD eligible, or that's
5 through some other mechanism, that that
6 will be the services that they will get.

7 COUNCILMEMBER O'ROURKE: Okay.

8 DIRECTOR GEER: So I'm not sure
9 what you read, but that's --

10 COUNCILMEMBER O'ROURKE: That's
11 fine.

12 This Administration has already
13 acknowledged that Philadelphia's
14 treatment capacity is far below what's
15 needed to get the hundreds of people in
16 addiction into long-term care. Do you
17 have a plan to expand the City's
18 treatment capacity so the Kensington
19 community revival is functional in that
20 regard?

21 DIRECTOR GEER: So there's the
22 mid, long term, and then there's the
23 short term. In the short term and we in
24 our meetings -- and we have members of
25 our Opioid Response Unit here and members

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 of the other agencies who are really
3 going to be doing the heavy lifting here.
4 We have reiterated over and over that we
5 will not do anything, we will not proceed
6 in a way that jeopardizes the folks who
7 are out there. We will make sure that
8 when we are offering services, that there
9 are beds available for those services
10 that we will be offering. So OHS,
11 DBHIDS, they will have numbers of what
12 services are available when they go out
13 at any given day during Phase 1 and we'll
14 be able to connect people to those
15 services that we know exist. And then
16 there's the medium and long-term work
17 that we're doing frankly for the first
18 time as a city.

19 COUNCILMEMBER O'ROURKE: Thank
20 you, Director.

21 I heard the bell.

22 Okay. What community
23 stakeholders have been a part of
24 developing this plan? Can you name them,
25 the community stakeholders that have been

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 part of the plan?

3 DIRECTOR GEER: Sure. The

4 NKCDC. We've had several conversations

5 with them. There are organizations that

6 frankly -- Officer Rosario from day one

7 when he was appointed has been

8 specifically over and over and over

9 reaching out to, I believe, a great deal

10 of his work starting out -- and the

11 reason why he's there and the reason why

12 I think he's supported by the people who

13 live there is because of his community

14 outreach and hearing what they want. But

15 I believe that that community input that

16 he built up, right, not just actually

17 over when he was appointed commissioner,

18 but prior to that for the years he's been

19 working there, influenced the plan and --

20 COUNCILMEMBER O'ROURKE: So the

21 Deputy Commissioner kind of holds the

22 partnerships there in this work?

23 DIRECTOR GEER: Well, he's the

24 person who has been doing the work on the

25 ground, right? I live in South Philly,

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 so I'm not going to pretend to speak for
3 the people there, but the representatives
4 of our -- of not only our Administration
5 but also I think the department are tied
6 into the community.

7 COUNCILMEMBER O'ROURKE: These
8 two -- because I'm kind of taxing my time
9 already. When will you do an analysis of
10 the expansions that will get done to
11 determine whether they are sufficient to
12 meet the need?

13 DIRECTOR GEER: Which
14 expansion?

15 COUNCILMEMBER O'ROURKE: The
16 expansions to make sure that everyone has
17 access to the long-term care. I was
18 already asking about the treatment
19 capacity.

20 DIRECTOR GEER: Right.

21 COUNCILMEMBER O'ROURKE: We
22 want to make sure that those are working
23 and actually meeting folks' needs. Will
24 there be a process where you're kind of
25 analyzing them, checking them, seeing if

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 they're actually meeting the needs? Do
3 you have that already in plan? When do
4 you plan to do such an analysis --

5 DIRECTOR GEER: Yes.

6 COUNCILMEMBER O'ROURKE: -- to
7 make sure that they're actually hitting
8 whatever goals that you all are setting?

9 DIRECTOR GEER: Yes. I think
10 that's a question that folks from DBHIDS
11 can answer. I've been in those meetings,
12 though, where they have pretty excellent
13 sophistication in terms of trying to
14 understand the population that we're
15 dealing with and --

16 COUNCILMEMBER O'ROURKE: I have
17 more questions, but I'll get it on the
18 second round. Thank you.

19 COUNCIL PRESIDENT JOHNSON:
20 Thank you.

21 The Chair recognizes
22 Councilmember Nina Ahmad.

23 COUNCILMEMBER AHMAD: Thank
24 you, Council President.

25 Good morning, everyone. First

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 point, please put page numbers on your
3 testimony. I am putting little tabs.
4 It's very hard to follow. And I have to
5 take speed reading classes, because we
6 just got this all at 2:00 p.m. yesterday.
7 I understand everybody is stressed, but
8 it makes for us being less informed
9 because we don't have time to get through
10 that.

11 Question about the Capital
12 Projects Office. Under that section in
13 the testimony, I don't see anything about
14 Rebuild. Can you talk a bit more about
15 the plans for Rebuild moving forward?

16 And an associated question, it
17 says consolidating architectural and
18 engineering staff for this department.
19 Where will these employees be coming from
20 and what will be the impact on other
21 departments?

22 DIRECTOR THIEL: Councilmember,
23 Council President, I appreciate the
24 question. I'm going to try to answer
25 this at a level that is sufficient, and

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 if not, we have Aparna Palantino here.

3 The Rebuild projects that are
4 in the pipeline will all be taken to
5 completion. So anything that started out
6 as a Rebuild project is going to be
7 finished within our new Capital Program
8 Office. So Aparna and her team and the
9 Rebuild team are working together to do
10 that, and of course in some cases,
11 additional funding is needed. We've had
12 those conversations with many of you,
13 Council President. So those projects are
14 going to be carried to completion.

15 COUNCILMEMBER AHMAD: And we
16 have a schedule of which rec centers
17 those are?

18 DIRECTOR THIEL: Yes. We can
19 certainly get you the latest updates
20 on -- get all of Council the latest
21 updates on the Rebuild projects.

22 The Capital Program Office is
23 being assembled from existing
24 components -- so this is at the staff
25 level -- from the Department of Public

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 Property and from Parks and Rec and from
3 the Rebuild staff, as well as some
4 additional folks to bring that
5 capability.

6 One of the things that really
7 work, and I wasn't here, but one of the
8 things that we heard really worked, and
9 we're already seeing this with what
10 Aparna has done, is having all of the
11 folks that we need in one place to be
12 able to bring these projects, often
13 complicated projects, to completion on
14 time and on budget or as close as we can
15 get to that. So bringing all these folks
16 together, adding some additional staff in
17 key roles, having folks who can expedite
18 contract reviews and contract
19 conformance, very close partnership with
20 Procurement to make sure that we're doing
21 all of those things by the letter
22 according to all the regulations and
23 frankly having a rock star director like
24 Director Palantino for this effort who
25 has experience in these different areas,

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 that's really been key, and we frankly
3 are already seeing the results of that
4 and the benefits of that.

5 COUNCILMEMBER AHMAD: And so
6 the opportunity cost when things are
7 delayed is really a problem, and that
8 results in cost overruns in projects. So
9 I'm hoping that your office is
10 coordinating with L&I as well as
11 procuring things, because that's where we
12 see this added amount of money coming in.

13 DIRECTOR THIEL: Councilmember,
14 absolutely. Again, that's one of the
15 benefits of having the CPO, as we call
16 it, within the Managing Director's
17 Office, because we have so many of those
18 relevant departments, including the
19 operating departments that often inhabit
20 and use these buildings, whose staff use
21 these buildings, all integrated from the
22 beginning, and then anybody that's not
23 part of that, because we do have a lot of
24 other partners, intergovernmental
25 partners, coordinating all of that in one

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 place.

3 COUNCILMEMBER AHMAD: So just
4 going back to that list of Rebuild that
5 are already targeted, does that mean
6 after that list is exhausted there's no
7 more Rebuild projects or do we -- is
8 there a sunset on this beverage tax?

9 DIRECTOR THIEL: Councilmember,
10 as far as I know, and again that might be
11 a question for our Chief Finance Officer,
12 the sunset on the beverage tax, as far as
13 I understand, there is not. Those
14 dollars will still be available for
15 projects that are relevant to that
16 original intent, and those projects will
17 be executed across City departments, like
18 Parks and Rec and other folks that were
19 doing that work, just not necessarily
20 with the Rebuild brand.

21 I also want to acknowledge the
22 philanthropic partners that helped
23 initiate Rebuild. Those folks have been
24 part of these conversations. They
25 understand that we are moving forward.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 For us, I mean, candidly, the
3 focus is really on executing those
4 existing -- that existing portfolio to
5 completion, plus continuing to work on
6 all the other capital projects and
7 programs that are across City government.
8 And when we get to that point, I think we
9 all are excited to get to the point where
10 we are completing those Rebuild projects
11 as close to on time and on budget as
12 possible at this point, then I think
13 there's probably a discussion about what
14 is next.

15 We know there are huge capital
16 needs across the PPR portfolio and other
17 portfolio. So I think to me the need for
18 these types of investments does not ever
19 sunset, at least not from what I can see,
20 and we intend to continue those projects
21 out of CPO with all of the relevant City
22 departments.

23 COUNCILMEMBER AHMAD: Thank
24 you.

25 Switching to Office of

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 Immigrant Affairs, I was wondering how
3 are they working to address the issue of
4 human trafficking and what systems does
5 the City have in place to make sure the
6 victims are supported, and are we
7 tracking these outcomes?

8 DIRECTOR THIEL: Our Office of
9 Immigrant Affairs, Councilmember,
10 extremely dedicated group of folks, not a
11 large team, and I know they are certainly
12 part of our broader City efforts around
13 human trafficking and frankly larger
14 efforts from the U.S. Department of
15 Homeland Security, I know that our Police
16 Department, our criminal justice partners
17 also have equities in that. I'm not sure
18 that our Office of Immigrant Affairs has
19 a specific program around that. They are
20 certainly savvy to that in very close
21 coordination always with other City
22 agencies.

23 COUNCILMEMBER AHMAD: So is
24 there anywhere in the City where we
25 address this outside of PPD?

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 DIRECTOR THIEL: Well, no; I
3 think everywhere, Councilmember. I know
4 we did continuing education in the Fire
5 Department for all of our EMS providers
6 and firefighters about human trafficking.
7 The Department of Homeland Security has a
8 number of programs.

9 So I think we are consistently
10 making sure that people are aware of
11 that, and OIA to the point -- the folks
12 that they are serving, I know that they
13 are aware of it. And also we have
14 another program within our health and
15 human services portfolio, our Office of
16 Domestic Violence Prevention, that also
17 works on that.

18 COUNCILMEMBER AHMAD: All
19 right. Thank you.

20 I'll hold my questions for the
21 second round. Thank you, Council
22 President.

23 COUNCIL PRESIDENT JOHNSON:
24 You're welcome.

25 The Chair recognizes

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 Councilmember Quetcy Lozada.

3 COUNCILMEMBER LOZADA: Thank
4 you, Council President.

5 Good morning and thank you for
6 being here this morning.

7 We oftentimes have said that
8 the MDO's Office is the conductor of City
9 services, and we've seen challenges in
10 the past as we have tried to conduct the
11 orchestra.

12 Can you share with us in your
13 time as the MDO, have you or has anyone
14 in your office been able to count the
15 number of the unhoused population in the
16 Kensington community, and if so, what is
17 that number?

18 DIRECTOR THIEL: Councilmember,
19 I think the -- well, first off, I haven't
20 had much time in the Managing Director's
21 Office, a hundred-some-odd days. I think
22 we certainly agree that there's a need
23 for additional coordination and
24 collaboration resources, sort of what I
25 was talking about before. So we're

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 making sure that we're building that
3 capacity.

4 I think the best numbers we
5 have for your specific question about the
6 unhoused population in the Kensington
7 area that need services, those are the
8 numbers that were provided yesterday from
9 DBHIDS. So that number is specific to
10 Kensington. As I recall, that number is
11 around 675, according to their data, and
12 citywide there's also information on
13 their website with a citywide number.

14 Candidly, I think those folks
15 do a great job. We have folks in the
16 Office of -- in OHS, Homeless Services,
17 who do a great job counting what they
18 can. I think we certainly want to spend
19 additional time and attention and look
20 for additional resources in other ways
21 that we can make sure that we can
22 continually validate that number. And I
23 think as we start to build and work
24 through this longer term -- short,
25 medium, and long-term continuum of care,

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 that is also going to help us get better
3 data. We're building in data collection.
4 We're building in program evaluation from
5 the beginning of that. We're having
6 those conversations, making sure that's
7 part of a system.

8 You know, with any number like
9 that, I mean, it changes every day. It's
10 a difficult number to pin down. I think
11 that DBHIDS Commissioner yesterday talked
12 a lot about those challenges, and we are
13 going to continue to invest time and
14 resources to try to continue to refine
15 that number.

16 COUNCILMEMBER LOZADA: If you
17 heard DBHIDS yesterday, then you also
18 heard that they don't have a strategy in
19 doing the work and then following up on
20 the work that they're doing on the
21 ground, right? So while they're
22 responding to the need, they are doing a
23 very poor job at ensuring that people
24 don't continue to come, not just into the
25 City and find themselves unsheltered but

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 they can't figure out a way to stop them
3 from coming into the Kensington
4 footprint.

5 Have you and your team looked
6 at, as you stabilize the community, how
7 do you maintain the work that you all are
8 doing? And if you have, can you share
9 with us what that strategy is?

10 DIRECTOR THIEL: Councilmember,
11 the short answer is yes. I mean, that
12 is -- it is really important and I'm glad
13 you said that. This needs to be -- what
14 we are doing needs to be sustainable.
15 And I don't mean in the sense of
16 sustainability we're talking about the
17 environmental sustainability, although
18 that's a component of it. We need to be
19 able to make sure that the very
20 complicated system that we are building
21 works for the long run.

22 And so absolutely, we are
23 thinking about all of those things,
24 thinking about the coordination, trying
25 to find ways to understand better the

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 different populations that we're serving,
3 including and of course putting the
4 community at the center of this work even
5 as we take care of patients' needs and
6 their clinical needs, get them into
7 long-term treatment, housing, jobs.

8 So we are looking at this
9 entire continuum. Again, it's extremely
10 complicated, probably complex. There are
11 a lot of different partners. There are a
12 lot of challenges, but we are literally
13 working around the clock with an
14 interagency, an intergovernmental team to
15 get into the details, sort of as
16 Councilmember O'Rourke was talking about,
17 what happens with the clothes, what
18 happens with the possessions, where do we
19 go from here, how do we move people the
20 most efficient and effective way.
21 So we're looking at all those things.

22 COUNCILMEMBER LOZADA: I think
23 the priority in this community is that
24 the laws that are in the books are
25 upheld. So I think that what people want

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 to hear from you as the conductor is that
3 the laws in the City of Philadelphia are
4 going to apply in neighborhoods like
5 Kensington, because they apply in other
6 places. And so can we get that from you?

7 I have heard the Mayor say many
8 times that Kensington is her priority. I
9 believe her. She has shown me nothing
10 different up until today. She can't have
11 her hands in everything, right, and so
12 we're going to depend on people like you.
13 I want to hear your commitment to my
14 community that we are a priority, because
15 I believe that if we stabilize
16 Kensington, we stabilize the City and we
17 stabilize what is happening with the
18 unsheltered population across the board,
19 but I want to hear from you that there is
20 a commitment to uphold the law.

21 There are people in this body
22 and in this city who don't see what that
23 community sees every day. They are my
24 priority because I was sent here to
25 represent them. And so, quite frankly, I

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 don't care how long we hold their
3 belongings. I want to see people go into
4 treatment, but what I want to see right
5 now is the law being upheld in my
6 community, and I need to hear that from
7 you.

8 DIRECTOR THIEL: Councilmember,
9 Council President, I think if you've
10 heard that from the Mayor, that is the
11 person from whom you need to hear it. If
12 you've heard it from our Police
13 Commissioner, the way we are organized,
14 that is our chief law enforcement officer
15 reporting directly to the Mayor. I think
16 you've heard it in a full-throated way
17 from the Police Commissioner. I think
18 you've heard it very stridently from
19 Mayor Parker. I think you've heard it
20 from our Chief Public Safety Director,
21 Adam Geer. And I can tell you that the
22 folks in the Managing Director's Office,
23 our Opioid Response Unit, all of our
24 departments already are -- you've heard
25 it from Clean and Green, which actually

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 also reports directly to the Mayor. We
3 are certainly -- while the challenges,
4 many of the challenges we're trying to
5 address exist all across the City, we all
6 know that Kensington is the place that we
7 are tackling first. You've heard that
8 from the Mayor. My job is to execute and
9 implement the Mayor's visions and plans.
10 So I certainly -- if you heard it from
11 the Mayor, you've heard it from me,
12 because we do what Mayor Parker asks us
13 to do.

14 COUNCILMEMBER LOZADA: I
15 appreciate your response. We heard it
16 from the Mayor before too and we heard it
17 from his MDO and we heard it from his
18 response teams. That's why I want to
19 hear it from you, because that's -- my
20 community doesn't have faith, right? We
21 are in a different place right now. I'm
22 sure you know that. We're in a different
23 place right now as it relates to how
24 they're responding to what you all are
25 saying, but when we're hearing it from

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 other folks and not hearing it from you,
3 who is the conductor of the orchestra,
4 it's difficult to believe, right?

5 Because ultimately you're the person
6 that's going to send down the orders.

7 And so I was just asked to ask
8 you to put it on the record, and so I'm
9 doing what my folks are asking me to do.
10 And I heard the bell. I want to be
11 respectful of that, but that's all I'm
12 trying to get out of you.

13 DIRECTOR THIEL: Councilmember,
14 I appreciate that. I want to be really
15 clear, though, with the way that our City
16 government is organized. Some of the
17 orders that you are talking about are not
18 coming from or through the Managing
19 Director. So I just want to be really
20 clear about that. My orders come from
21 Mayor Parker, and I can tell you that in
22 my own time here in the City, I've spent
23 a lot of time in Kensington, invested a
24 lot in other programs and other agencies
25 where I've worked. We're continuing to

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 do that with restoring capacity in other
3 places that affect Kensington, and I
4 think my last personal -- the last
5 personal time and hopefully the last time
6 that I almost lost my life in the line of
7 duty was in Kensington.

8 So I certainly understand from
9 a ground level what the challenges are,
10 and I'm thankful that we have such a
11 great team here that is working together
12 to make Kensington a priority at the
13 Mayor's direction and under her
14 leadership to get it done.

15 COUNCIL PRESIDENT JOHNSON:
16 Thank you.

17 The Chair recognizes
18 Councilmember Rue Landau.

19 COUNCILMEMBER LANDAU: Thank
20 you.

21 Good morning.

22 DIRECTOR THIEL: Good morning.

23 COUNCILMEMBER LANDAU: Good to
24 see you.

25 So I have a couple of buckets

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 of questions, but I'll just stay on this
3 same line, especially while you're both
4 up here. I just wanted to go back to the
5 stats that we heard yesterday, because I
6 think we're all trying to figure out how
7 this all works together.

8 DBHIDS said they have 1,874
9 beds. There are currently 109 vacancies.
10 There are 675 people who are unhoused and
11 in need of treatment services and
12 potentially housing in Kensington. They
13 believed -- I think they said they
14 believed 21 percent of them are
15 chronically homeless.

16 Can you talk about -- and for
17 anybody who couldn't -- for the numbers
18 that are beyond the 109 beds, there was
19 an overflow plan, but we didn't have any
20 details about the overflow plan. So I
21 wanted to know more about who is really
22 overseeing the overflow plan.

23 And then the second thing is,
24 how does this interact with your triage
25 plans and how we're going to hopefully

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 have one point of entry to all these
3 places? I'm loving one points of entry.
4 I've worked for the City for a long time
5 too. We do a lot of things in a lot of
6 places. The more we can consolidate
7 things, the better.

8 How these will work with the
9 triage centers, especially if they're
10 throughout the City. I'm just going to
11 add one more question to that. OSH --
12 OHS, Shelter Services -- has changed its
13 name over the years -- Shelters has its
14 own intake, and will that intake be
15 subsumed by the triage centers in any way
16 or are our triage centers really going to
17 be only about people with addictions?
18 Thank you.

19 DIRECTOR THIEL: Councilmember,
20 I think the answer to all those questions
21 is yes, the short answer. We don't have
22 this all figured out, candidly. We
23 simply don't. A lot of folks have been
24 working on this for a long time, and we
25 are working on it around the clock right

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 now with a lot of different partners.

3 We are, as we just talked
4 about, putting the community at the
5 center of this work now, and as we are
6 looking to -- we don't -- I don't
7 necessarily have, to Councilmember
8 Lozada's point, I don't necessarily have
9 confidence, high confidence, in any of
10 the numbers that we are told about that
11 represent different cohorts of these
12 populations. I certainly think there are
13 data gaps. So we're trying to identify
14 those and close those.

15 At the same time, we are
16 meeting with, I think it's safe to say --
17 well, we're trying to meet with everybody
18 who might be able to provide the beds we
19 need, the services we need in a
20 compassionate, dignified way. So we're
21 meeting with all kinds of people and
22 asking them how can you expand your
23 capacity, what do you need, how do we as
24 a system, how does our healthcare system
25 pay for that so it's self-sustaining.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 I think one of the things while
3 a lot of folks have been involved in this
4 for a long time, I think there are some
5 assumptions, certainly assumptions that
6 even I had. The Mayor's convening of the
7 academic healthcare systems, providers,
8 payers, her convening towards the
9 beginning of our first hundred days,
10 believe it or not, was the first time
11 that all of those folks were in the same
12 room. And somebody raised their hand and
13 said, you know, we should do some asset
14 mapping. Yes. Emphatically, yes. So I
15 think we even thought -- some of us
16 thought who have been close to this work
17 that a lot of folks were doing things
18 that maybe -- everybody is busy. A lot
19 of different aspects of this system are
20 underresourced. We know that the broader
21 healthcare system is arguably in crisis,
22 and where that all plays out is on the
23 ground in neighborhoods in Philadelphia,
24 including in Kensington.

25 So that is -- we're trying to

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 convene these folks, catalyze these
3 actions, answer the questions better,
4 with a sense of urgency. And we are
5 truly -- you know, in an ideal world, we
6 would have all the answers to your
7 questions because we'd be at, you know,
8 month 12 to 18 of a year and a half
9 planning process to answer every question
10 and do all the analysis before we started
11 taking action. We don't have time for
12 that. Our neighbors don't have time for
13 that. Frankly, these patients don't have
14 time for that. You've all met Mayor
15 Parker, so you know she doesn't have time
16 for that. Some of you have known me long
17 enough to know that I don't have time for
18 that.

19 So we are moving aggressively
20 to try to understand all the facets of
21 this system, to build the pieces that are
22 missing. This is a classic market
23 failure. Nobody has done this, and
24 because right now the way the system is
25 calibrated, it's because there's no money

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 to be made for the middle and the long
3 term, otherwise the market would have
4 moved in and done this.

5 So we as a city and as far as I
6 know, as far as I can tell from talking
7 with other folks around the nation, we're
8 the first city and county that is trying
9 to address this in a holistic, systematic
10 way. We're building new structures and
11 systems. So we're meeting with everybody
12 to try to understand what the need is
13 better, to try to understand where we get
14 initial capacity, where do we get more
15 right now, more beds right now for folks
16 who need help right now and how do we
17 build the medium to long-term system and
18 structures for care, treatment, housing,
19 jobs.

20 COUNCILMEMBER LANDAU:

21 Excellent. Thank you for that answer,
22 and I love holistic work as well and
23 appreciate your breaking new ground and
24 breaking down silos, which I hear all of
25 you saying.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 I'm going to just shift quickly
3 into another question about data, because
4 that was a focus of mine. What's the
5 status of the Data Management Office? Do
6 you still have that? It was under the
7 MDO's Office.

8 DIRECTOR THIEL: Councilmember,
9 Council President, I'm not aware of a
10 Data Management Office per se. That
11 might be -- now we have a unit called
12 IDEA. My sense is that is probably IDEA.
13 IDEA actually gives us -- it is alive and
14 well and gives us pretty robust capacity
15 to do some deep-dive projects that
16 they're doing, and we're hoping to not
17 just build them out some more but also
18 add -- they have a certain, and you do
19 know this, data analytics. It's not one
20 size fits all. So in addition to IDEA,
21 we're building PhillyStat 360, as you've
22 heard the Mayor talk about. There are
23 positions for that and capacity for that.
24 That's going to be a key aspect of this.

25 All of our operating agencies

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 have data analytics capabilities in them.
3 We know that my colleague here, building
4 a data analytics capacity. Our goal is
5 really to make sure, again to
6 Councilmember Lozada's point, to connect
7 and collaborate and cooperate across all
8 of these different data analytics units.
9 And so we are also going to be building
10 that in as part of our operational
11 coordination component.

12 COUNCILMEMBER LANDAU: Can you
13 tell me more about IDEA? Is that going
14 to be one place where all of the data
15 comes? I'm looking for the next phase
16 when we finally are collecting the right
17 data we want. Will it be housed in one
18 place so we can start connecting more
19 dots and solving more problems?

20 DIRECTOR THIEL: Councilmember,
21 great question, Council President. The
22 one place is going to be PhillyStat 360,
23 so in the Mayor's Office, led by Kristin
24 Bray. And all of these other -- because,
25 again, that is a certain set of -- again,

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 the goal here is to turn these data into
3 information. We collect a lot of data.
4 Some of it is -- we're concerned about
5 the validity and the reliability of some
6 of those data. We know there are gaps.
7 So we are going to continue to have a lot
8 of different units that are doing data
9 analytics around their particular
10 specialties, and we're going to make sure
11 that all of those top lines are connected
12 into PhillyStat 360. And more than just
13 looking at those data and admiring those
14 data, we are going to be using those
15 data. The Mayor is absolutely going to
16 be using PhillyStat 360 data and
17 information to hold all of us accountable
18 for performance. That's the point.

19 At the same time, we're going
20 to have these other capabilities that let
21 us do deeper dives, things like let's
22 understand better what's going on in
23 Kensington, what's going on in other
24 neighborhoods, where are these folks
25 coming from, where are they going. And

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 of course the Police Department, you can
3 already see in Commissioner Bethel's plan
4 really putting data technology at the
5 center of that.

6 COUNCILMEMBER LANDAU: Thank
7 you.

8 Thank you very much.

9 COUNCIL PRESIDENT JOHNSON: I
10 want to go back just a little bit. The
11 expansion of our beds, right, because I
12 know at some point in time Commissioner
13 Bethel is going to ramp up, right, and
14 it's the carrot or the stick, if you take
15 the treatment. You don't take the
16 treatment, you're going to State Road,
17 right?

18 And so just reiterate to me
19 again where the beds are coming from, who
20 we're partnering with in terms of the
21 beds to scale up. I know you just
22 convened with all the healthcare service
23 providers. Are they playing a role in
24 terms of providing the medical services
25 that are going to be needed when it's

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 time to ramp up?

3 I wish you would have been here

4 when the Prisons were here, because the

5 Prisons couldn't answer this question.

6 But all right. So you got some people

7 who are going to say, you know what, lock

8 me up, I ain't going with y'all, right?

9 So now we double, triple, quadruple the

10 number of people on State Road, but

11 they're still addicts on State Road,

12 right?

13 So give me an idea, one, the

14 expansion of the beds; two, the medical

15 services that are going to be provided

16 for those individuals; and then, three,

17 when we quadruple the amount of people

18 that's on State Road, just the plan and

19 strategy on how we're dealing with that.

20 That's just something that just kind of

21 came to -- questions that have been

22 coming up and people have been calling me

23 just trying to get an idea, and I said,

24 well, I'll ask so I can be able to

25 respond back.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 DIRECTOR THIEL: Council

3 President, I appreciate the way that
4 you've broken that down and the way you
5 framed it. Kind of working backwards
6 through the questions, our goal is to not
7 triple or quadruple the population on
8 State Road. So our goal is to address
9 the other facets of what you're talking
10 about and create a system where getting
11 the short, medium, and long-term care,
12 treatment, and housing that folks need is
13 preferable to spending time on State
14 Road.

15 That said, if we have folks who
16 end up in the custody of the Philadelphia
17 Department of Prisons, as you heard
18 during their testimony, they do provide a
19 lot of healthcare, including providing
20 the types of services that one might need
21 who ends up there with substance use
22 disorder, and this Administration, again
23 with Mayor Parker's leadership, we've
24 actually made sustainable at the Prisons
25 providing the proper level of care so

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 folks are not just kind of kept in this
3 middle state, to get folks into
4 clinically the next phase of recovery and
5 hopefully get out again. So we also see
6 that population. While they may come out
7 of this system, when they come back in,
8 when they reenter, talking with our
9 partners about reentry, talking about
10 where do we get jobs, how do we make sure
11 that we give them immediate access to
12 wherever they come out of our prisons,
13 wherever they are in their journey, how
14 do we make sure that they have access to
15 what they need next, because this is part
16 of the do-loop that we've been caught in.
17 Everything has been short term, short
18 term, short term. And then whether
19 they're being treated clinically or
20 they're in the law enforcement system,
21 nobody can plug back in to the medium and
22 longer term, because even where those
23 exist, they're not necessarily connected.
24 They haven't been viewed holistically.
25 So we really want to not end up

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 having this go the law enforcement route.
3 Services. Services, again, this is -- we
4 are talking with everybody who might
5 possibly --

6 COUNCIL PRESIDENT JOHNSON:

7 This is medical services, right?

8 DIRECTOR THIEL: Medical
9 services, yes, sir. So everybody who can
10 provide different levels of medical
11 services, and this is a key point too.
12 You know, a bed is not a bed is not a
13 bed. There are a lot of different
14 categories of beds, a lot of different
15 types of clinical treatment provided sort
16 of classified by bed, and as a result, a
17 lot of different folks who can work in
18 this space, many of whom have not yet
19 been engaged.

20 So we certainly think that
21 there are opportunities here to build new
22 jobs, to build our workforce, to talk
23 with the health systems, all of whom are
24 having challenges with recruitment and
25 retention.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 The reality is for some of the
3 beds that we're talking about, you don't
4 necessarily have to have gone to nursing
5 school or to medical school. So we're
6 trying to ensure that we are matching up
7 the workforce as it exists today, even as
8 we continue to build, as Councilmember
9 Jones was saying, we provide more
10 opportunities with all these different
11 partners to get folks to do these jobs.

12 It is a tactical challenge to
13 have the -- even when we have the
14 physical capacity, the beds, it is a
15 tactical challenge for us to make sure
16 that they are properly staffed with the
17 right level of clinical or other provider
18 to ensure we're providing the most
19 clinically appropriate and compassionate
20 care that we can. So we're talking with
21 a lot of folks to make sure that as we
22 start to move things forward, that we
23 have the right providers there, the right
24 medical services there, and the right
25 number of beds. The answer is the same

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 for beds. We're talking to everybody who
3 might have a bed of X, Y or Z category,
4 where are they, what does it cost for us
5 to get them, what do you need, how much
6 time do you need, even as we look across
7 our own portfolio and try to figure out
8 how many beds we can get now and months
9 in the future -- well, I will say now,
10 weeks, months, years, because we don't
11 know how big the need is. And we're
12 doing all these things at the same time
13 with a very dedicated team to try to
14 build something that nobody has built
15 before.

16 COUNCIL PRESIDENT JOHNSON:
17 What's the role of the District
18 Attorney's Office and also the courts?
19 Have we considered working with Treatment
20 Court so those who are being arrested,
21 right, based upon the addiction, right,
22 Treatment Court, you go into a program,
23 you're monitored, you're getting the
24 addiction, the behavioral health support
25 that you need, and then when you're

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 finished, you don't even have a record,
3 right? Because you completed your
4 treatment. Is that a part of this
5 strategy? And also what's the role of
6 the District Attorney's Office?

7 He used to have a diversionary
8 program, from my understanding, where if
9 an individual gets arrested for a certain
10 amount of drugs, they could be diverted
11 into a treatment facility, but I'm not
12 sure how it's being utilized, which we'll
13 ask when we actually have him come and
14 testify. But go ahead.

15 DIRECTOR THIEL: Council
16 President, I'm so glad you said that,
17 because I think it is -- it's an aspect
18 of this that is not always understood. A
19 lot of this pipeline and this system is
20 not necessarily in the executive branch
21 of City government and we don't have
22 control over that. We have some
23 influence and frankly, thanks to Mayor
24 Parker's leadership, an expanding amount
25 of influence. And I'm going to turn it

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 over to our Chief --

3 COUNCIL PRESIDENT JOHNSON:

4 When you say we don't have control, you
5 mean other agencies or elected officials
6 that are operating?

7 DIRECTOR THIEL: Other branches
8 of government, the courts, the DA. Those
9 are independent branches of government.

10 COUNCIL PRESIDENT JOHNSON: I
11 just want to be clear, though. So you
12 know how we approach things, we approve
13 all their budgets. And so at the end of
14 the day, there's a level of
15 accountability where we all can be at the
16 table and the Mayor actually signs off at
17 the end. And so there's a great level of
18 influence in making sure everybody is
19 participating in this mission to make our
20 city the cleanest, greenest, safest city
21 in America, with economic opportunity for
22 everybody.

23 Mr. Adam Geer.

24 DIRECTOR GEER: I think that
25 that's right what my colleague Adam

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 stated about sort of the force of the
3 Mayor here, right? And it's really the
4 force of the City in this notion of One
5 Philly, which our Mayor loves to say, and
6 I'm a believer and I'm a believer when
7 we've been at some really difficult
8 situations, some really difficult
9 challenges, right, in looking around and
10 seeing the partners that we have there.
11 And I think that that's a credit to the
12 leadership of this city and thus
13 understanding what we need to do for our
14 citizens, right?

15 COUNCIL PRESIDENT JOHNSON: Is
16 the District Attorney at the table with
17 you in your strategy?

18 DIRECTOR GEER: Absolutely.

19 COUNCIL PRESIDENT JOHNSON:
20 That's all I --

21 DIRECTOR GEER: Absolutely.
22 He's a partner and an important partner.

23 COUNCIL PRESIDENT JOHNSON: Is
24 the courts at the table with you in terms
25 of your strategy?

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 DIRECTOR GEER: Yes. Yes.

3 We've met with court leadership. We are
4 all very, very interested in aligning and
5 aligning --

6 COUNCIL PRESIDENT JOHNSON:

7 Interested in aligning versus are they at
8 the table actively participating and
9 working with you on your strategy?

10 DIRECTOR GEER: That strategy,
11 and there are certain things that are in
12 development. And the answer is yes. The
13 short answer is --

14 COUNCIL PRESIDENT JOHNSON: I'm
15 going to support you, but I just need a
16 yes, no, they're at the table, we meet,
17 they're an integral part of making sure
18 that we're just not criminalizing a whole
19 population of people. We want them to
20 get treatment. They can go to Treatment
21 Court, get the addiction support that
22 they need where I can get a response.
23 They have -- because here's the other
24 part: We want them to get jobs, right,
25 because we just talked about this, but if

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 I'm getting locked up and I'm getting a
3 felony because I get high, I ain't
4 getting no job. I'm not going to get a
5 real sustainable job, because now I got a
6 felony. Nobody wants to hire me.

7 So another way to approach it
8 to take into consideration, the drug
9 dealers need to get roofed, give them 100
10 years, right? But the ones who are
11 really suffering that we're going to
12 help, right -- because I'm on plan. I
13 support the Kensington Caucus, but also
14 recognize addiction is a disease, right?
15 Don't give them a felony for a disease.
16 Treat the disease, right, and do all the
17 holistic things that we're doing. And
18 I'm just saying courts could play a major
19 role in helping people get their lives
20 together without getting a felony, if you
21 can take into consideration to be a part
22 of your strategy.

23 DIRECTOR GEER: 100 percent.

24 And I'll be shorter this time. Yes. We
25 have tremendous partners in the

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 judiciary. We've met with judiciary
3 leadership. We are continuing to have
4 conversations. They're at the table.

5 COUNCIL PRESIDENT JOHNSON: My
6 man.

7 The Chair recognizes
8 Councilmember Isaiah Thomas.

9 COUNCILMEMBER THOMAS: Good
10 morning, Council President.

11 I actually had no questions
12 about Kensington coming into today, but
13 listening to my colleagues' line of
14 questions have created some questions
15 about Kensington.

16 Before I start, I want to be
17 very clear. I'm not a part of the
18 Kensington Caucus, but I'm in Kensington
19 a lot. My son goes to school in
20 Kensington. I will be there today. I
21 run a free basketball camp in Kensington,
22 have done for the last couple years.
23 Heck, I even went to Conwell Middle
24 School. So I've seen the change in
25 Kensington over the last years, because I

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 don't want to give up my age.

3 You said earlier that you've

4 been meeting with community

5 organizations. I think it was

6 Councilmember O'Rourke's question. And

7 the organization you named was New

8 Kensington CDC. I'm hoping that you can

9 give us a list of other organizations

10 that you've been meeting with in

11 Kensington to craft this plan, because

12 that was the only organization you named.

13 Now, look, I want to be clear,

14 as I was sitting here listening, I sent

15 out some texts to say, hey, have you

16 heard of the Mayor's plan to clean up

17 Kensington and has anybody reached out to

18 you. Nobody has said, oh, yeah, we've

19 talked to the Admin, we're well aware of

20 what's going on.

21 So outside of Kensington CDC,

22 who else have you been talking to about

23 this plan and what you're looking to do?

24 And then also I think it was

25 Councilmember Rue Landau. I think the

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 number she said was 600 -- around 600

3 homeless folks and --

4 COUNCILMEMBER LANDAU: 675.

5 COUNCILMEMBER THOMAS: 657 in

6 Kensington. No way I believe that

7 number, right? There's no way I believe

8 that that is the actual number. That

9 might be what you see on Kensington

10 Avenue, but if you go to the railroad

11 tracks, if you go under 95, I can show

12 you some interesting places where you'll

13 see people have set up encampments.

14 So, number one, what are the

15 organizations that you're talking to down

16 there and, number two, where did the 675

17 number come from?

18 DIRECTOR THIEL: Well, I'll

19 start with number two and let my

20 colleague handle number one. That number

21 is from DBHIDS's outreach teams, a lot of

22 work that they've done. I also have

23 frankly concerns about that number and

24 whether it's understated. So I don't

25 take that number as gospel.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 Also, we know and we are going
3 to be doing a lot of work with the Office
4 of Homeless Services. Those folks that
5 they have working there are extremely
6 dedicated, and they have some real
7 limitations to what they can do and where
8 they can go.

9 I know from my experience in my
10 last role, I think there are a lot of
11 folks who are inside buildings and other
12 structures who may or may not get counted
13 when we do the annual Point-in-Time
14 Count. So we are also concerned about
15 the numbers, which is why we are
16 building -- we tend to think there's a
17 lot of need, and that is why we are
18 looking for capacity, bed, and treatment
19 capacity, housing for the long term, jobs
20 anywhere and everywhere. So that's our
21 piece of it.

22 DIRECTOR GEER: Thank you. I'm
23 seeing if we can get a more definitive
24 list of community organizations, but we
25 in my office have two positions rather

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 that are dedicated to community
3 partnerships specifically with
4 Kensington. We have had considerable
5 contact with the community over the last
6 several of months in informing them when
7 we get information when we are working
8 with the police plan, which frankly that
9 police plan, yes, with the City was being
10 developed internally with our City
11 agencies as we were moving forward.

12 I think it's important to make
13 the distinction here between this initial
14 phase, if you will, or this initial
15 planning that the PPD through
16 Commissioner Rosario is sort of
17 spearheading and being supported by our
18 agencies and what will be a broader,
19 longer, more sustained, engaged
20 conversation with the Kensington
21 community and the plan that gets towards
22 Phases 3, 4, 5, turning over to the
23 community. That is frankly work that
24 we -- and we've had conversations
25 internally about this -- need to be more

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 intentional about.

3 In fact, the first time I met
4 with NKCDC, they expressed some of the
5 similar sentiments that you express,
6 right? Why aren't we at the table here?
7 Who is at the table in the beginning of
8 this plan? And we have made assurances
9 to them that as we move forward, we are
10 going to continue to be intentional, but
11 where I think the real heavy lifting is
12 going to come is in these additional
13 phases, 2, 3, 4, 5, where we're really
14 letting not only our legislators but our
15 community leaders and our community
16 organizations be at the table for how
17 they want to see their community.

18 COUNCILMEMBER THOMAS: So I'm
19 not as informed as other Councilmembers
20 are as it relates to this particular
21 issue, so I'm not going to speak what
22 you're doing or not doing. What I will
23 say is that the people who are in my
24 universe that I deal with in Kensington
25 on a consistent basis have heard nothing.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 I would also say as the Chair
3 of the Education Committee that it would
4 be very disappointing to execute any type
5 of plan in Kensington without talking to
6 the schools in Kensington. I'm sure that
7 hasn't happened yet as well either, and I
8 would recommend that there be a dialogue
9 with the leaders in the schools, because
10 those young people are the ones who are
11 listening to -- everybody talk about all
12 the time we don't want them to see this,
13 we don't want them to experience this.
14 And if they are the people that we are
15 trying to protect in this effort to clean
16 up Kensington, there's no way that we do
17 this without having a conversation with
18 them and the impact it's going to have on
19 dismissal, arrival,
20 out-of-school-time-based initiatives and
21 anything else that's going on.

22 That's a shame that I lost all
23 my time to Kensington.

24 DIRECTOR GEER: Can I respond
25 to that, Councilmember? Because that is

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 an incredibly important point, and I know
3 that Commissioner Rosario -- and I want
4 to reemphasize this, because the fact of
5 the matter is Commissioner Rosario has
6 been meeting with anyone and everyone who
7 has an interest across the board, no
8 matter what the spectrum, in getting
9 their feedback, including the principals,
10 which is a very good point,
11 Councilmember, and my understanding is
12 that he has a very good relationship with
13 them.

14 COUNCILMEMBER THOMAS: I'm just
15 going to respectfully push back on that,
16 right? Like I have a text message in my
17 phone right now that says, hey, Isaiah, I
18 was just about to reach out to you
19 because we haven't heard from anyone
20 about that. I literally started a
21 conversation by saying, my son goes to
22 school in Kensington.

23 DIRECTOR GEER: Was that a
24 principal, Councilmember?

25 COUNCILMEMBER THOMAS: I'm

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 sorry. Say it again.

3 DIRECTOR GEER: Was that a
4 principal?

5 COUNCILMEMBER THOMAS: CEO.
6 CEO. The CEO of the school is saying
7 I've never heard from anything.

8 So I'm not trying to like have
9 this quarrel back and forth, but I'm
10 100 percent sure that you're not talking
11 to all the schools in Kensington, because
12 I'm literally in the middle of a
13 conversation with a school right now who
14 says they have never heard from the
15 Mayor's Office, the Mayor's team about
16 anything.

17 So as the Chair of the
18 Education Committee, I'm saying that it's
19 important that we have a conversation
20 with all of the schools, because they're
21 directly impacted by this work.

22 Now, if you want, I can reach
23 out to Conwell. She's a great woman,
24 find out what happened with that
25 principal. Councilmember Lozada had the

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 principals of Kensington here in City
3 Council to honor and recognize them for
4 the work that they're doing. So these
5 are people we have a text relationship
6 with. So I'm not going to give you
7 information that's not necessarily
8 accurate, especially if it's on the
9 record.

10 Council President, I definitely
11 want to be queued up for a second round,
12 because I have a lot of questions about a
13 lot of other things under the Managing
14 Director's Office, including ACCT, which
15 will have a direct impact on the work
16 that you're looking to do in Kensington.

17 Thank you, Council President,
18 and second round, please, sir.

19 If I can go one more question.
20 So I won't go second round.

21 So when we did the
22 appropriations transfer last fall, one of
23 the issues that we had was the Animal
24 Care and Control Team. That organization
25 was concerned because they are in the

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 midst of contract negotiations, and like
3 the rest of us, we're struggling to hire
4 as a city, they also are struggling to
5 hire. They came before City Council
6 because they wanted to see a transfer
7 ordinance approved to be able to get a
8 pay raise for the workers, because they
9 can't hire people to take these jobs.
10 They felt like if they didn't get an
11 appropriate amount of funding from the
12 City, they will have to dismantle the
13 organization, and then those services the
14 City would essentially have to provide,
15 which will cost us a lot more than the
16 \$6.8 million, \$6.9 million that you all
17 have allocated to ACCT.

18 My question is, based on what
19 you've allocated, and we are going to
20 follow up with them to get their opinion
21 as well too, do we have enough money to
22 meet the contractual obligations that was
23 negotiated last year and will we be able
24 to assure ACCT is fully funded to the
25 point where as though City government

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 does not have to take over the services
3 of dealing with a lot of things that I
4 know I would never want to deal with
5 myself?

6 DIRECTOR THIEL: Councilmember,
7 Council President, I appreciate the
8 question. I've been here long enough and
9 in enough roles that I've been in a
10 position where we did have to take over
11 those services or substantially augment
12 those services directly. So we agree,
13 ACCT provides a very important service.

14 The answer to your first
15 question is yes. The pay raise has been
16 negotiated and we are covering it.

17 There are not additional
18 resources proposed for FY25. We will
19 continue to work closely with ACCT to
20 make sure that they are able to provide
21 the services necessary.

22 COUNCILMEMBER THOMAS: That's
23 good to hear, because I will hear from
24 them to come before City Council to ask
25 us to advocate for more money or some

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 type of transfer proposal, because they
3 had to do that with the last
4 Administration because the support wasn't
5 there.

6 Council President, I'm sorry.
7 I do have to come back for a second
8 round, because I have to ask issues
9 around unsolved murders as well as issues
10 related to our prison. I do apologize.
11 Thank you for the time.

12 COUNCIL PRESIDENT JOHNSON: No
13 problem.

14 The Chair recognizes
15 Councilmember J. Young, and then we will
16 go into -- Harrity, did you press your
17 button? Because it's not lit up.

18 COUNCILMEMBER HARRITY: No.

19 COUNCIL PRESIDENT JOHNSON:
20 Just wanted to double check. Okay. Then
21 we will go into our second round.

22 Councilmember Jeffery Young.

23 COUNCILMEMBER YOUNG: Thank you
24 so much, Mr. President.

25 The first question I have,

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 looking at your budget, the Zero Fare
3 Program. This is a program essentially
4 that is working toward, I guess,
5 eliminating fares for certain
6 populations. Your budget asks for four
7 workers, four positions is \$730,000,
8 which is average of 182,500 per position,
9 right? So can you tell us who these
10 people are, what their jobs are if the
11 average would be \$182,000?

12 DIRECTOR THIEL: Councilmember,
13 that's actually -- some of those dollars
14 are shared over to 3-1-1 to do some of
15 that work. So it's not like there are
16 four people who are making that number
17 that you just put out there.

18 COUNCILMEMBER YOUNG: Which
19 portion is dedicated to 3-1-1 and which
20 portion is dedicated to the Zero Fare
21 Program?

22 DIRECTOR THIEL: Councilmember,
23 we'll have to get back to you on that
24 exact split.

25 COUNCILMEMBER YOUNG: Thank

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 you.

3 Question regarding Rebuild.

4 Looking in the Five Year Plan for the
5 capital programs, you have no performance
6 measures for capital programs. And given
7 that there are some, I guess -- there are
8 costs, higher costs, associated with
9 Rebuild with everything, like how can we
10 as a Council determine what the viability
11 of the capital programs are if you don't
12 have any performance measures associated
13 with that?

14 DIRECTOR THIEL: Councilmember,
15 Council President, I appreciate the
16 question. The CPO is literally a brand
17 new office. Their executive order was
18 just signed. Rest assured that we will
19 absolutely, as with every other City
20 agency, be building out performance
21 measures as they continue to consolidate
22 workforces and do that initial work.

23 COUNCILMEMBER YOUNG: It's a
24 new office, but it's not new work, right?
25 So, again, you're consolidating other

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 offices. You're consolidating Rebuild,
3 you're consolidating some folks from
4 Public Property, all these different
5 agencies. So there are programs that are
6 continuing to operate under the Capital
7 Program. So did they have performance
8 measures? Did they have things that we
9 can look at to see if they're working or
10 not? Because we're -- again, like
11 Rebuild, for example, we are continuing
12 to do Rebuild under this program. So
13 there had to be some kind of performance
14 measures for Rebuild and those programs.
15 Can you continue to just let us know what
16 they are? Because now we're funding an
17 office where we can't necessarily track
18 how they're doing now.

19 DIRECTOR THIEL: Councilmember,
20 the prior performance measures for the
21 different units that are now -- have now
22 been sort of taken into CPO are still
23 there in prior years' budgets or in the
24 other agencies to which they were
25 assigned.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 CPO is a new office. We think
3 that this is a fundamentally different,
4 more efficient and ultimately more
5 effective way of doing this business, to
6 your point.

7 COUNCILMEMBER YOUNG: I agree.

8 DIRECTOR THIEL: And -- I'm
9 glad you agree. As a result, we think
10 that the performance measures that we'll
11 be using, the key performance indicators
12 for CPO, are going to be materially
13 different from whatever was used for
14 Rebuild and the different component
15 organizations in the past.

16 So we are absolutely going to
17 be making sure as we build out CPO and
18 consolidate it, get it moving forward
19 together, we will have performance
20 measures, and it will be assessed, that
21 agency like all others, through
22 PhillyStat 360.

23 COUNCILMEMBER YOUNG: I think
24 this is probably the most important
25 office that we have in our city because

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 it deals with the physical infrastructure
3 and what our kids see daily. You look at
4 our rec centers. I have probably -- I
5 may have the most rec centers out of all
6 the Councilmembers, right, and Rebuild
7 has essentially stalled in my district
8 and we're just trying to figure out
9 answers on why. Like we have a program
10 for the Cecil B. Moore Rec Center that's
11 supposed to be demolished and a brand new
12 rec center being built, but that program
13 has stalled because of costs and a bunch
14 of other things, and I just don't want to
15 let bureaucracy get in the way of the
16 things that we actually need to improve
17 our communities.

18 And my last question is
19 regarding the Office of the Victims
20 Advocate. Essentially the Police
21 Commissioner proposed -- and I listened
22 to the line of questioning that the
23 Council President was asking, but the
24 Police Commissioner proposed this idea
25 that they are asking for money to be more

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 responsive to victims. So how can we
3 assure that there isn't any redundancy
4 with the Office of Victim Advocates with
5 the new proposed efforts of the Police
6 with their ask for money to address the
7 victims?

8 DIRECTOR GEER: I think as --
9 thank you for the question. As
10 contemplated, the individuals who will be
11 working in the Police Department will be
12 working very closely with their homicide
13 detectives and will almost be like
14 managing or caseworkers for the
15 co-victims of those homicide cases. So
16 the difference there, I think the
17 critical difference, is they're a level
18 of access to the information as it
19 relates to the cases, the specific cases
20 and families, from each of these homicide
21 unfortunate incidences. So they'll be
22 able to have direct contact with those
23 detectives, understand where they are
24 with the cases, be able to answer those
25 questions, things that aren't necessarily

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 in the direct purview or closer control
3 of our office of the Victim Advocate.

4 I will take a step back,
5 though, and say that there's a tremendous
6 amount of work that we can be doing here
7 overall. So this is a very welcome, I
8 think, ask, and I think it will go a long
9 way to showing how we actually feel and
10 care and deal with members of our
11 community who are dealing with literally
12 the worst thing that's happened in their
13 lives, right?

14 So I think they're going to be
15 working together. You've already heard
16 how Ms. Combs operates in terms of
17 building connections with other victim
18 advocacy groups. So I don't think that
19 there will be -- I think they'll be able
20 to find their lanes and it's going to be
21 a very successful operation inside the
22 Police Department.

23 COUNCILMEMBER YOUNG: Thank
24 you.

25 I'll wait for the second round

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 for my next question, Mr. President.

3 COUNCIL PRESIDENT JOHNSON: Go
4 ahead.

5 COUNCILMEMBER YOUNG: Thank
6 you.

7 What are we doing or how --
8 what strategies is the Administration
9 contemplating regarding the spread of or
10 the dissemination of information to
11 communities that are outside of the
12 Kensington area regarding the plans,
13 right? Because I know you're speaking to
14 folks in Kensington who are directly
15 affected, but we see that when there is
16 concentrating enforcement, those folks
17 are just going to spread around and move,
18 right? So what are we doing in those
19 outlying neighborhoods and communities to
20 help those communities prepare for what
21 is possibly to come?

22 DIRECTOR GEER: I can tell you
23 in speaking to Commissioner Rosario that
24 they are aware, right? They've
25 already -- they are aware that any

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 actions that they may have may lead to
3 individuals going to other areas that are
4 either close by or other areas of the
5 City. That is part of their plan. I
6 don't want to speak for them, but I know
7 that they're aware of that.

8 We have been receiving reports
9 of an individual here or there who may be
10 leaving that Kensington-Allegheny
11 corridor, and he is made aware of that
12 and they are dealing with that and making
13 that a part of the plan.

14 So I can't speak to the
15 communications largely in terms of what
16 specifically we might be messaging to
17 people, but I will say that if there is
18 any information that we're receiving from
19 the public, we're taking that and doing
20 something with it.

21 DIRECTOR THIEL: Councilmember,
22 I'll just add from kind of a health and
23 human services perspective, it's an
24 important point that you're making. We
25 are building -- the system that we are

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 building is to serve the entire City and
3 with Kensington as a priority. So we are
4 starting in Kensington. I think we've
5 been very clear about that. And we know
6 that the ultimate system that we are
7 building for long-term care, treatment,
8 and housing has to be citywide and
9 potentially beyond, because people move
10 around.

11 COUNCILMEMBER YOUNG: And just
12 going back to my original question I had
13 probably on the first day, will a plan
14 for the \$100 million capital ask be in
15 place before we conclude this budget
16 process?

17 DIRECTOR THIEL: Councilmember,
18 Council President, that is a very
19 reasonable question. The short answer is
20 yes.

21 COUNCILMEMBER YOUNG: Thank
22 you.

23 Thank you, Mr. President.

24 COUNCIL PRESIDENT JOHNSON: You
25 took my question.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 We're in the second round.

3 Just following up on Councilmember

4 Jeffery Young, we just look forward to

5 the actual plan just so we can talk about

6 the actual details, locations, and I

7 think as we wrap up the budget process,

8 folks will have their questions answered.

9 So thank you for the short, direct

10 response.

11 The Chair recognizes

12 Councilmember Nicholas O'Rourke.

13 COUNCILMEMBER O'ROURKE: Thank

14 you, Council President.

15 And thank you again, Directors

16 Thiel and Geer, for your responses so

17 far.

18 I wanted to continue on a line

19 of questioning that I had. This is

20 actually publicly accessible information,

21 but can you just state for the record how

22 much is MDO budgeting in operating

23 dollars for the triage and wellness

24 centers?

25 DIRECTOR THIEL: Councilmember,

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 Council President, we do not have General
3 Fund operating dollars in the proposed
4 FY25 budget to operate the sort of triage
5 and wellness system that we're talking
6 about, because at the same time that we
7 were doing all the things that we've
8 talked about, we are working with payers
9 and providers to understand what the
10 impediments are, what the opportunities
11 are to having the healthcare system and
12 having the payment mechanisms that
13 already exist pay for some of this care.
14 So we are doing those convenings with
15 insurance providers, with the healthcare
16 systems. So we don't actually know that
17 net.

18 COUNCILMEMBER O'ROURKE:
19 Forgive me, Director Thiel. The
20 information that I had, and I could be
21 totally wrong, was that this was
22 accessible information that you all had 3
23 million for FY24 and 1.5 million for
24 FY25. Is that not accurate?

25 DIRECTOR THIEL: We have money

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 in FY24, reallocated dollars that we are
3 using for this initial work. So we are
4 obviously -- we are needing to hire
5 people and do work now, so in FY24, we
6 have money for -- again, seed money.
7 Similarly, the hundred million dollar
8 capital investment is also seed money, as
9 we're trying to build out a broader
10 capital stack to be able to deal with the
11 capital aspects of this.

12 COUNCILMEMBER O'ROURKE: Is
13 that the 5 million? Is that the 5
14 million figure? The \$5 million in the
15 budget, is that what we're speaking to
16 here?

17 DIRECTOR THIEL: No. I think
18 it's -- the FY24 is -- so 5 million in
19 FY24 that's reallocated. Again, it might
20 be we have multiple pots of reallocated
21 money that we're trying to use to
22 accelerate this work, and we're --

23 COUNCILMEMBER O'ROURKE: And
24 you were saying like moving -- there's
25 not a lot of cuts. There's a lot of

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 moving around.

3 DIRECTOR THIEL: Yes, sir.

4 That's correct. These are from other
5 programs that underspent and also there
6 was some money moved into our budget by
7 Finance for mayoral priorities --

8 COUNCILMEMBER O'ROURKE:

9 Understood.

10 DIRECTOR THIEL: -- that we are
11 using for this. That was around
12 \$6.7 million.

13 COUNCILMEMBER O'ROURKE:

14 Understood. And because I'm green, let
15 me make sure I understand this. Will
16 this all be Class 200 funds for contract
17 services? Is that how it will be?

18 DIRECTOR THIEL: Councilmember,
19 the money we have in FY24 is largely
20 Class 200 money to accelerate this work.
21 The dollars in FY25 and beyond are
22 capital dollars, and we're hoping to get
23 non-General Fund sources to pay for
24 whatever the operational wraparound is
25 that ends up being the responsibility of

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 the City to make this whole thing work.

3 COUNCILMEMBER O'ROURKE: Got
4 you.

5 Is it true that MDO has not yet
6 determined as of now which vendors will
7 manage or oversee the triage and wellness
8 centers, which vendors?

9 DIRECTOR THIEL: Councilmember,
10 that is largely -- I think the bottom
11 line, the way that you phrased that
12 question is, yes, it is true that we have
13 not yet determined the ultimate ecosystem
14 of providers that are going to be helping
15 us with this work. We are talking with a
16 lot of people.

17 COUNCILMEMBER O'ROURKE: Thank
18 you very much.

19 And what is the expectation for
20 what the funding will actually get us
21 that I've already asked about?
22 Specifically, how many centers will be
23 operated, what specific services will be
24 offered at the centers, and how many
25 employees will be needed? Any of that

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 information available?

3 DIRECTOR THIEL: Councilmember,
4 the short answer is, as much as we can
5 get. Again, we simply don't know,
6 because some of this there has not been a
7 market for, so we are kind of charting
8 new ground for the medium to long-term
9 components. The short-term piece, we are
10 meeting with people, getting proposals
11 every day, and trying to understand how
12 to make this initial -- these initial
13 dollars get us through the balance of
14 FY24, while at the same time we're
15 talking with insurance providers,
16 healthcare systems, and other providers
17 about how we can make existing payment
18 mechanisms work and also talking with
19 philanthropic partners, talking with
20 other folks about other funding streams
21 that might help us do this.

22 COUNCILMEMBER O'ROURKE: Thank
23 you very much. Just one more try. How
24 will only five -- you know what, let me
25 just state, as I understand, I think you

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 mentioned earlier that you almost lost
3 your life in the line of duty in
4 Kensington, and I am sorry to hear that
5 news. I want to affirm that for those
6 who are doing the hard work there.

7 I should say that my line of
8 questioning comes from a spirit of
9 recognizing that there is -- I don't
10 think that anyone is under any illusions
11 that there is a question around how to
12 address the question of Kensington in and
13 of itself. I think that's unilaterally
14 kind of agreed upon. The concern has
15 been about the method and the way by
16 which we approach that.

17 And so while I do know that
18 there are those who are committed even in
19 this body and beyond to approaching it
20 one way, it will always be my call to
21 make sure that there's a compassionate
22 approach. And compassion doesn't just
23 mean putting the work compassion over an
24 undetailed plan and then executing that
25 plan without any regard for the impacts.

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 Compassion is a materialist analysis.
3 It's addressing the actual method, the
4 rollout or the numbers or the details,
5 where do these things exist, what do we
6 mean by beds. All of that is what allows
7 us to realize what compassion looks like
8 and thereby save as much life and improve
9 the quality of life for all of those who
10 will go into it.

11 I had some more questions
12 around Immigrant Affairs as well as OEM
13 that I maybe will submit for the record,
14 because I know this is the second round,
15 but I thank you for your transparency in
16 this. The idea, again, is to make sure
17 that we are ensuring quality of life and
18 that we're doing this the right way so it
19 doesn't become a tragedy in the making
20 because we weren't thorough in our
21 preparations and in the way that we
22 rolled it out.

23 Thank you very much.

24 DIRECTOR THIEL: Councilmember,
25 we agree.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 COUNCIL PRESIDENT JOHNSON:

3 Thank you, Member.

4 Just a quick question. So 100
5 million for the actual capital on the
6 triage centers, correct?

7 DIRECTOR THIEL: Council
8 President --

9 COUNCIL PRESIDENT JOHNSON: As
10 seed money.

11 DIRECTOR THIEL: Yes.

12 COUNCIL PRESIDENT JOHNSON: To
13 build, to build out, right?

14 DIRECTOR THIEL: Yes, sir.

15 COUNCIL PRESIDENT JOHNSON:
16 Let's say we have XY building, and part
17 of that hundred will go to retrofitting
18 and making sure the building is
19 right-sized for bringing in patients.
20 Are we depending solely on private
21 sources for the actual operations of the
22 actual facility?

23 DIRECTOR THIEL: Council
24 President, it's a great question. We are
25 trying to build this in a self-sustaining

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 way. We're trying to build this system
3 in a self-sustaining way with the Mayor's
4 bold vision to catalyze this. We've not
5 seen anybody else doing that.

6 COUNCIL PRESIDENT JOHNSON: We
7 all agree.

8 DIRECTOR THIEL: We don't want
9 to be dependent on any one source, so
10 we're trying to get --

11 COUNCIL PRESIDENT JOHNSON:
12 Just hear me out. We're all on board.
13 We get the Mayor's plan, safer, cleaner,
14 greener city, with economic opportunity
15 for everybody. We are all on board with
16 that. All right? We're just talking
17 some specifics, because we get questions
18 and we got to do our fiscal due
19 diligence, right, to make sure what we're
20 signing off on is detailed and accurate
21 for the people who sent us here. So just
22 wanted to get the other aspect of once
23 the capital is done and we have the
24 buildings and they're right-sized and
25 you're ready to bring in all the people

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 that we're going to help comprehensively,
3 because we're going to help these people,
4 we're going to clean up Kensington, but
5 then somebody has to actually do the
6 operation. Somebody has to be the
7 counselors, somebody has to be the
8 therapist, somebody has to do the
9 medical, and as of right now, there is no
10 funding to do that aspect. As they say,
11 you build it, then they will come. I
12 just wanted to get clarity on it. Is
13 that what we're saying?

14 DIRECTOR THIEL: Council
15 President, I think the short answer is
16 yes, and as we are continuing to move
17 forward through this planning process in
18 a very dynamic environment, we will have
19 answers for our initial approach for you
20 before the end of the budget process,
21 even as we continue to hope that we can
22 actually change the game here in
23 Philadelphia that is currently being
24 played and is leaving our communities and
25 patients frankly left holding the bag.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 COUNCIL PRESIDENT JOHNSON: We
3 support that as well. And, again, I'm an
4 advocate of the Kensington Caucus.
5 Matter of fact, we just did a bill on
6 behalf of Quetcy Lozada for the special
7 committee on Kensington, but always the
8 devil is in the details in making sure
9 we're doing our due diligence. So those
10 were the questions that come to my mind
11 listening to you and also listening to
12 the line of questioning of Councilmember
13 O'Rourke.

14 The Chair recognizes
15 Councilmember Nina Ahmad.

16 COUNCILMEMBER AHMAD: Thank
17 you, Council President.

18 I have a question about the
19 Animal Care and Control Team. They're
20 the only resource we have in Philadelphia
21 that just amazes me, and they do great
22 work. So I wanted to ask, in their FY25
23 strategic goal, they have a community
24 outreach goal saying increase outreach in
25 the community to proactively address the

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 disparities facing pet owners that are
3 resulting in more animals coming to the
4 shelter.

5 Is there a specific outreach
6 program with resources that will help
7 people keep their animals? That's one.
8 And two is, when we're doing this
9 Kensington sweep, what is going -- a lot
10 of people have animals, right? And,
11 listen, animals are a therapeutic measure
12 for us. It is a mental health resource
13 having a pet. So it's very important we
14 understand how we're dealing with that
15 issue when that crops up.

16 DIRECTOR THIEL: Councilmember,
17 Council President, I appreciate the
18 question and, again, it just goes to show
19 the complexities of what we're trying to
20 do here. It is another facet of this
21 that we need to be considering and
22 understanding.

23 Agreed that our Animal Care and
24 Control Team is incredibly dedicated.
25 We're thankful for the work they do. We

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 wish there was more capacity there. We
3 constantly talk with them. And we can
4 certainly get you examples of some of
5 their outreach and educational materials.

6 COUNCILMEMBER AHMAD: So the
7 question is, is there any money -- that's
8 what it will take -- for people to buy
9 their pet food, to get their pet to the
10 vet? Is there any maybe public-private
11 venture to do that to really support?
12 Because I don't think we should
13 underestimate the role animals, pets play
14 in our lives. And so it would behoove us
15 to actually have some focus on this and
16 not just be an add-on as a site.

17 This can stop people from going
18 to treatment. Not knowing how their
19 animal will get treated will stop people
20 from going to treatment. So it's really
21 important that we take this seriously,
22 because people who love animals, have
23 animals, those are family members. They
24 are four-legged family members. They
25 could be two-legged too, but...

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 So I just wondered that we
3 should put some emphasis on this if we're
4 going to be holistic in really wanting
5 success for people to go into these
6 programs and really get some help.

7 DIRECTOR THIEL: Councilmember,
8 again, we agree. As we've been meeting
9 with folks, a lot of different folks
10 during the design -- again, remember,
11 we're designing a system and structures
12 that don't exist and designing
13 facilities. We've heard that from folks
14 with lived experience and other things
15 that we are trying to include in
16 facilities design and also in all the
17 work streams that play into that,
18 transportation. I mean, how do you
19 handle transportation, how do you take
20 care of things. We heard some of this
21 earlier. All of those factors are
22 important and, to your point, can have
23 influence on whether or not somebody
24 comes in for treatment.

25 And so, yes. Again, this, I

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 think, shows the complexity of what we're
3 trying to do here.

4 COUNCILMEMBER AHMAD: My next
5 question is about the anti-violence
6 community grants program, which is slated
7 for 24 million. So are there any
8 specific new initiatives or changes in
9 the program since the evaluation last
10 year, and will the same organizations be
11 awarded the grants or is there a new RFP
12 process? And is there inclusion of
13 mental health resources? And I asked
14 this question of DBH yesterday and I did
15 not get a clear answer where there are
16 things like CBT are going to be included
17 along with the actual program. They may
18 or may not have the resources for
19 themselves to offer that.

20 Will we have DBH be part of it
21 or Community Behavioral Health looking
22 into who can join up in order to make
23 these programs really effective?

24 I do believe that CBT was
25 something I believe Joshu Harris had

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 given us information prior to -- I can't
3 remember when he gave it, but he said
4 that CBT was getting included in some of
5 the anti-violence work. So I just wanted
6 to know where it fits, who is paying for
7 it, how does it actually get tabulated
8 and counted to see what success looks
9 like with these programs.

10 DIRECTOR GEER: Thank you for
11 that question, Councilmember. Yes, that
12 is an important part of I think when
13 we're giving our grants out, right?
14 Frankly, I think we would need to,
15 through particularly this Director of
16 Performance Management, put into place a
17 better, more robust way of understanding
18 how this plays into our grantees, because
19 we do think that it is incredibly
20 important to our work.

21 We as an office understand that
22 dealing with trauma directly relates to
23 reducing gun violence and violent crimes,
24 period. So that is going to be a part of
25 our work, and we will do a better job of

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 trying to understand what that is.

3 So in terms of getting
4 specifics in terms of the numbers of CBT
5 and how much that is actually into our
6 program, we'd have to get that back to
7 you.

8 COUNCILMEMBER AHMAD: So at the
9 moment, you don't really have that as a
10 requirement of some mental health
11 resources for anti-violence programs?

12 DIRECTOR GEER: So as part of
13 our GVI program, yes, we do have a
14 specific component for that.

15 COUNCILMEMBER AHMAD: So we
16 could get numbers into -- which
17 non-profit is getting the funding and
18 what is their mental health plan?

19 DIRECTOR GEER: I will have to
20 get back to you on that.

21 COUNCILMEMBER AHMAD: Okay.
22 And the last question is about Office of
23 Victims Advocate. I wanted to know -- I
24 know there's a -- DAO has one and PPD has
25 a resource as well. Who is -- I believe

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 DAO is supposed to be the one who paid
3 for the funeral expenses and other actual
4 resources. Is our office here doing that
5 as well, and what is the coordination?

6 And sometimes when I've sat
7 with grief-stricken families, this is so
8 much going on, and to have three
9 resources coming to them and none of them
10 giving them actual resources is the fear
11 I have, right? So it sounds good we do
12 this, but where's the coordination with
13 all the different places who are coming
14 into that family's home when they're
15 sitting and grieving?

16 DIRECTOR GEER: I'm going to
17 have Ms. Combs answer that question.

18 MS. COMBS: Thank you for that
19 question, Councilmember. I just want to
20 make sure I understand it correctly.
21 You're asking that as the services
22 through my office are disseminated to
23 support survivors of crime and co-victims
24 of homicide, that we're not duplicating
25 the services already available through

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 the District Attorney's Office?

3 COUNCILMEMBER AHMAD: I mean,
4 duplication might mean more services,
5 more money, but funeral resources, you
6 know, replacing income, all of those
7 things. I don't know exactly how much a
8 family gets currently without your office
9 and does that change when your office is
10 in the picture?

11 MS. COMBS: So to be clear,
12 victims of crime and the co-victims of
13 homicide, we're provided
14 reimbursement-based funds through the
15 state. So that is the same entity that
16 the District Attorney's Office, the
17 victim service agencies, my office
18 connects victims to by way of helping
19 them file for those claims or providing
20 them information in terms of how to file
21 directly.

22 So just to be clear, that
23 funding all comes from state funding
24 through the Pennsylvania Commission on
25 Crime and Delinquency through the Victims

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 of Crime Act, through VOCA funding.

3 COUNCILMEMBER AHMAD: So we are
4 not putting any money in this outside of
5 staffing, correct?

6 MS. COMBS: That -- but to be
7 clear, there's also additional things
8 that are needed, such as the relocation
9 support, such as the crime scene
10 remediation. So there is additional
11 funding coming from the City to, in a
12 way, fill the gaps and complement what
13 isn't available through the state,
14 because all of that funding is, like I
15 said first, reimbursement based, which
16 assumes that folks have that money on the
17 front end to pay for stuff, which we all
18 know is inaccurate and not rooted in
19 reality of our city, but also the funding
20 levels are not indicative of how much
21 things actually cost in real life as
22 opposed to maybe how much they cost
23 20 years ago.

24 So we are complementing the
25 things that are available, but we are in

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 no way adding money where money is
3 already in existence to those folks.

4 COUNCILMEMBER AHMAD: So just
5 last clarification. When PCCD does this
6 reimbursement, for a family who doesn't
7 have that, how do they operate? Like
8 what happens then?

9 MS. COMBS: So to make sure I
10 understand your question, so when folks
11 apply for support through the state,
12 they're able to get money for medical
13 expenses, for certain relocation under a
14 certain amount and for certain instances
15 that qualify, for crime scene cleanup
16 inside of the home up to a certain
17 amount, for lost wages as well as
18 counseling services and a number of other
19 things that are available through the
20 VOCA fund. But like I said, in addition
21 to that, the money that we request,
22 whether that be for relocation services
23 as well as some funding that we had
24 previously requested to help folks with
25 funeral expenses, is to do exactly that,

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 to make sure that folks that don't have
3 the money to pay the above amount from
4 what the state offers are able to take
5 care of that.

6 So there's a lot of money
7 needed to support those families that can
8 not be supplied by the state, because as
9 I stated earlier, that money is being
10 cut, so we're looking to make sure that
11 Philadelphians don't feel that burden by
12 adding funds to that.

13 COUNCILMEMBER AHMAD: I thank
14 you. That clarifies things.

15 MS. COMBS: Thank you.

16 COUNCILMEMBER AHMAD: Thank
17 you, Council President.

18 COUNCIL PRESIDENT JOHNSON:
19 You're welcome.

20 Councilmember Lozada.

21 COUNCILMEMBER LOZADA: Thank
22 you, Council President.

23 I just have a really quick
24 question. As we work to restore quality
25 of life in Kensington, we've heard you

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 say many times that partners are going to
3 be necessary. Community residents have
4 expressed some concern and some
5 challenges around some of the partners
6 that we currently have on the ground.

7 While we understand that, harm
8 reduction work is extremely important in
9 order to be able to connect folks with
10 resources. What are we doing to better
11 coordinate specifically the mobile units
12 that oftentimes park in residential
13 blocks kind of drawing folks off of the
14 commercial corridor and onto residential
15 neighborhoods and really impacting how
16 residents move in and out of their homes?

17 DIRECTOR THIEL: Councilmember,
18 Council President, you raise an important
19 point, and I want to be clear about this
20 as well. There are a lot of folks who
21 are doing life-saving work across the
22 City in Kensington and elsewhere, and we
23 want that work to continue. We think
24 there's still going to be a need for it.

25 To be really clear, we all

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 understand and appreciate the importance
3 of harm reduction, and we know that that
4 alone is not enough, which is why we are
5 here and why we are reallocating
6 resources and putting new resources into
7 building out the rest of the system, the
8 medium and the long-term parts of the
9 system.

10 We are meeting -- we have been
11 meeting with existing providers and
12 making sure that they understand that
13 there is a new standard. They need to do
14 things differently to make sure that they
15 are also considering in addition to the
16 patients and the folks they serve, that
17 they are considering the community and
18 the neighborhood impacts.

19 That is not something that I
20 had heard as being a problem, and we will
21 absolutely take that back and help ensure
22 that there is better coordination for
23 where those mobile units are going and
24 what they're doing. So I appreciate you
25 raising that.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 Again, this is the type of
3 thing as we were talking about not just
4 with 3-1-1, but this is the coordination
5 capability that we're trying to build
6 24/7 to make sure that things like that
7 are addressed in a more cohesive way and
8 a community-centered way. So I
9 appreciate you raising that, and we will
10 go back and talk to those folks and make
11 sure that that's being done better.

12 COUNCILMEMBER LOZADA: Let me
13 recommend that you meet with Kensington
14 Neighbors for Better Living, because
15 we've had two meetings with the past
16 Administration, specifically with Noelle
17 and others, where they have expressed
18 serious concern around mobile providers,
19 and the agreement was that we would have
20 them coordinate amongst themselves, which
21 created a bigger issue. So it is going
22 to be extremely important for us to
23 actually take the lead.

24 Again, we recognize that the
25 work is extremely important. We just

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 need to make sure that we are not
3 reducing harm for one population while
4 increasing harm for another.

5 I believe that was my last
6 question, Councilmember. I just needed
7 to make sure that I put that on the
8 record.

9 Thank you.

10 COUNCIL PRESIDENT JOHNSON:

11 Thank you.

12 The Chair recognizes
13 Councilmember Rue -- she left.
14 Councilmember Isaiah Thomas.

15 COUNCILMEMBER THOMAS: Thank
16 you, Council President.

17 A couple things. Prisons, we
18 have a new Prisons Commissioner, so I
19 didn't want to burden the new
20 Commissioner with too much, but Prisons
21 based on the flowchart will fall under
22 you all, specifically the Managing
23 Director's Office.

24 What should we be doing to
25 ensure some of the issues that we're

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 seeing at the Prison gets addressed?
3 What is your vision? Do you believe the
4 current advisory board is capable of
5 providing meaningful oversight? And
6 based on the lawsuit that we've seen, the
7 court-appointed independent monitors,
8 that tactic might not be working.

9 So how long do we expect these
10 current problems to exist? What are we
11 doing as it relates to the independent
12 monitors? Do you feel like the advisory
13 board is an effective way to do
14 oversight, and the overall plan to
15 improve safety with our Prisons?

16 DIRECTOR THIEL: Councilmember,
17 Council President, I appreciate you
18 asking the question. Clearly Prisons and
19 improving conditions in our prisons is a
20 priority for Mayor Parker, which is why
21 we've hired a new Commissioner,
22 Commissioner Resnick. He starts on
23 April 22nd, and he certainly has coming
24 in -- I will frame it as a positive --
25 the benefit of a lot of information

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 around things that need to be done. And
3 I want to be very clear too. The folks
4 who are working in our Philadelphia
5 Department of Prisons are incredibly
6 dedicated. They are providing a 24/7/365
7 service. They are understaffed and
8 underresourced. There are items
9 throughout this Five Year Plan, capital
10 items, to both improve conditions and
11 improve security at our Prisons
12 facilities.

13 There are items in here to
14 provide Commissioner Resnick with the
15 resources that he is going to need to
16 build a team, to provide professional
17 development, to restore the morale, and
18 of course ultimately to restore the
19 staffing complement of PDP.

20 Right now they have, I think,
21 still have 50 candidates who are in to be
22 correctional officers. We need folks.
23 These are very important jobs. And I'll
24 repeat for folks who are watching,
25 phila.gov/jobs. We are hiring for

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 correctional officers.

3 So we're looking at frankly
4 every aspect of the Prisons operation,
5 with the benefit of these different
6 resources that you've talked about, and
7 we're going to let Commissioner Resnick
8 get in --

9 COUNCILMEMBER THOMAS: The
10 advisory?

11 DIRECTOR THIEL: -- start
12 getting it done.

13 I can't -- I think we're going
14 to let -- we will let Commissioner
15 Resnick assess the advisory board and
16 assess the staff. Now, to be clear,
17 that's again -- we're not going to
18 spend -- we are already taking action, so
19 we are not waiting for Commissioner
20 Resnick to come, which is why you see so
21 many different investments in PDP here.
22 We are working with Local 159,
23 negotiating with them on their contract.
24 I think you saw during the announcement
25 of Commissioner Resnick, you saw

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 incredibly enthusiastic support from
3 Local 159 there in the room. I think
4 everybody is excited about Commissioner
5 Resnick coming on board, and we're going
6 to give him a minute, and just a minute,
7 to take stock and move forward, and we've
8 given him the resources in this budget,
9 thanks to the Mayor, to start getting
10 things done and changing conditions.

11 COUNCILMEMBER THOMAS: Somebody
12 who has maybe been around a little while
13 then, if you can give us something in
14 writing on that advisory board, what is
15 the Mayor's position as it relates to the
16 advisory board and how effective do we
17 think the board is or isn't. Clearly my
18 staff have been talking about possible
19 legislation to look at different type of
20 oversight. So we want to know where the
21 Mayor's opinion is, know what's working,
22 what's not working as we craft that
23 legislation throughout the course of the
24 year.

25 I want to change directions.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 Under the Managing Director's Office, you
3 have the Office of Children and Families,
4 and I have to give Ms. Vanessa a huge
5 shout-out. She's amazing, pleasure to
6 work with over the last couple years
7 advocating and dealing with young people.

8 You have a concept that you're
9 introducing called the Sports Fund. I'm
10 assuming that's going to come under the
11 Managing Director's Office, correct?

12 DIRECTOR THIEL: Councilmember,
13 if it's in the Office of Children and
14 Families, it is located in the Managing
15 Director's Office, yes.

16 COUNCILMEMBER THOMAS: I'm not
17 sure. That's why I'm asking. Is it
18 going to be under the Office of Children
19 and Families? Is it going to be under
20 the Managing Director's Office?

21 DIRECTOR THIEL: I think we're
22 currently conceiving that as being in the
23 Office of Children and Families.

24 COUNCILMEMBER THOMAS: Awesome.
25 That would be great.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 I just want to put a shameless
3 plug in for myself and other members of
4 Council. We've been advocating for years
5 for the City to create a Sports Fund. We
6 actually used the Cultural Fund as an
7 example, looking at what we do with the
8 Cultural Fund for arts and culture, which
9 is an amazing thing. We've been
10 advocating for the same thing for sports.

11 I could hear Councilmember
12 Jones's speeches in my head about track
13 and field. I know the Council President
14 was on the Appropriations Committee last
15 year where he fought for money for South
16 Philly organizations. I've advocated for
17 Philly Legendary Hoops Month. For the
18 first time ever, we gave money to Pop
19 Warner Football.

20 So I'm wondering, number one,
21 what is the plan to have Council included
22 in this initiative? And, number two, is
23 it only for young people or is it for
24 adult-based sports? And, number three,
25 with this Sports Fund being in place,

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 will this impact other advocacy efforts
3 and initiatives that we've had in the
4 past to provide City grants and resources
5 to sports-based programming?

6 DIRECTOR THIEL: Councilmember,
7 Council President, I think working
8 backwards, I think we certainly hope that
9 there will be additional dollars from
10 multiple sources to help support youth
11 sports across the City.

12 As far as the specific
13 configuration and the priorities of that
14 program, I think those are still under
15 development.

16 COUNCILMEMBER THOMAS: So I
17 would want us to know what that is going
18 to consist of before we vote for it.

19 DIRECTOR THIEL: Certainly.

20 COUNCILMEMBER THOMAS: At the
21 end of the day, it could put us in a
22 position where organizations that's been
23 getting funded by the City for years may
24 now be disqualified because we create
25 this Sports Fund, and let's say the

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 Sports Fund is only for children and you
3 decide that all sports money must go
4 through the Sports Fund and is only for
5 youth-based sports programing. That
6 would eliminate some of other initiatives
7 that we've already put in place that are
8 phenomenal programs and events.

9 The last thing I'll say,
10 because I heard the bell, and I do want
11 to commend Adam Geer. I want to commend
12 Adam, because he's already hit the ground
13 running with some of this stuff, but it's
14 important that we put it on the record.

15 I love the position. I love
16 the work you're doing. We've had a
17 number of high-profile homicides in the
18 City of Philadelphia. This year in
19 2024 -- and we talk all the time about
20 how insensitive it is to hit the reset
21 button, but as government, that's how we
22 function. I'm sure we -- I know for a
23 fact we had high-profile homicides in the
24 years to come, but looking at this
25 Administration's priority and focus on

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 not just cleaner and greener but a safer
3 Philadelphia, just as I close out -- this
4 is my last thing, Council President --
5 can you talk to us a little bit about
6 your plan to address people's perception
7 of our city? While we can talk about the
8 data and numbers, they are trending in
9 the right direction. I'm not going to
10 say that the work isn't being done, but
11 the perception, is it reflective of the
12 data?

13 So when we have a high-profile
14 homicide, especially when it's caught on
15 camera, we have no arrest, we have
16 nothing, it doesn't -- those incidents do
17 not help the perception issues that we
18 have and they don't match the data and
19 the direction that the City is trending
20 in.

21 So what is your plan and what
22 is your vision to attack this perception
23 problem? Because at the end of the day,
24 we have a lot coming up in the next
25 couple years and we want people not just

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 in Philadelphia but people who visit
3 Philadelphia to know that our city is
4 safe.

5 DIRECTOR GEER: Thank you for
6 that question, Councilmember. It is much
7 appreciated, because when we go out
8 sometimes to these scenes and we drive
9 through these communities, and we know
10 this from the data, right, the
11 individuals who are committing these
12 crimes are a drop in the bucket compared
13 to the beautiful, hard-working, lovely
14 Philadelphians that we see on our way to
15 these scenes, right? They are the small,
16 small, small fraction of who we are as
17 Philadelphia.

18 To answer your question, I know
19 the department, the Police Department, is
20 going to be very intentional about their
21 rebranding efforts. They've brought
22 someone on to help translate some of that
23 on their side, but as a city, I think
24 we're already doing some of that work,
25 right? We've talked about this. We've

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 talked about Council's leadership.

3 COUNCILMEMBER THOMAS: I want
4 to be clear, because I gave you credit
5 for doing the work. I'm not questioning
6 the work on this one, right? This is a
7 perception thing. So I don't -- I know
8 firsthand based on meetings, based on
9 budget hearings, based on data the work
10 is being done. I'm not questioning the
11 work, but if you talk to people who are
12 not necessarily in Philadelphia who are
13 thinking about coming here, if you
14 attended our meeting last night, what did
15 they tell us last night, Council
16 President? The elders feel trapped in
17 their neighborhood, right? I heard
18 somebody say we need a program for elders
19 because they feel trapped in their
20 neighborhood.

21 Now, I'm not saying that these
22 elders are literally trapped, but clearly
23 there's a perception out there right now
24 that's not reflective of the work. So
25 I'm more concerned about the perception

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 than the actual work, because I know that
3 you're doing the work. I've seen it
4 firsthand.

5 DIRECTOR THIEL: Councilmember,
6 Council President, we really appreciate
7 it and agree 100 percent. I mean, I know
8 people from a lot of different places, as
9 do you, and there's this mismatch between
10 perception and reality.

11 One of our very first meetings,
12 I think it was on like day two with the
13 Mayor and our cabinet, our entire
14 cabinet, was with all of the convention
15 and business entities, the chamber, Visit
16 Philly, CVB, all of those folks to
17 essentially attack this problem that
18 you're talking about head on. We know
19 the Mayor hates -- I'm not even going to
20 say that term. That is part of safer,
21 cleaner, and greener.

22 So I think we have heard so
23 much from so many people as we move
24 around the City. We've heard -- we were
25 at another meeting recently with the

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 Mayor where someone who had been planning
3 to move their business said because of
4 you, Mayor Parker, and your energy,
5 enthusiasm, and positivity and optimism,
6 I decided to keep my business here and
7 reinvest.

8 We've heard people -- I was
9 down in South Philly, a woman say, I was
10 moving to Florida, but now thanks to
11 Mayor Parker -- because we are seeing it.
12 People are seeing it. They're seeing it,
13 touching, feeling it. It's going to take
14 more of that. It's going to take more of
15 our consistent execution of this vision
16 and strategy across all of our
17 departments, Commerce, huge, Alba
18 Martinez.

19 So I think it's going to take
20 all of us, and I am thankful that we have
21 the best cheerleader that anybody could
22 in Mayor Parker, because we got -- we
23 have a lot going on, a lot coming, and as
24 she says, companies coming. So we're
25 enthusiastic about this and closing that

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 gap between perception and reality.

3 COUNCILMEMBER THOMAS: That's
4 it.

5 COUNCIL PRESIDENT JOHNSON:

6 That's it, Member, but I do want to
7 concur. I think the energy of our former
8 colleague, right, sets that tone. Coming
9 outside after a homicide with all the key
10 partners, standing up, saying we're not
11 taking it anymore and enough is enough, I
12 think that also plays a role in the
13 psyche of the people that somebody cares,
14 it's a new day. So I do concur those
15 sentiments of our Mayor stepping up to
16 the plate and saying we're going to grab
17 this issue and address it firmly.

18 I want to acknowledge
19 Councilmember Curtis Jones.

20 COUNCILMEMBER JONES: Thank
21 you, Mr. President.

22 While these robust hearings
23 were going on, I was listening,
24 multi-tasking in my office. Two quick
25 things. One, since the Kensington Caucus

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 came on board, I've seen progress. The
3 Mayor was out there at Comly like three
4 times, making the center of the universe
5 the Kensington issue ground zero.

6 So for that, as an honorary
7 member of the Kensington Caucus, I am
8 thankful that finally after all of these
9 Administrations we're looking at
10 Kensington as a priority. So I'm
11 thankful for that.

12 But, number two, by way of
13 perception, I was up with a group of law
14 enforcement officers up in -- right? You
15 couldn't go any further and not be in
16 Bucks County than we were, and these are
17 very conservative kind of regional
18 prosecutors, and they were clapping for
19 our Mayor, saying finally there's
20 somebody who can balance criminal justice
21 reform with public safety, that they
22 don't have to be "or," they can be "and."

23 So I want us to -- I know it's
24 100 days. We like instant grits. We
25 want everything quick, but everything

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 doesn't happen quick and sometimes it
3 takes a while for you to take these
4 inheritances from other Administrations
5 in order to be able to right the ship.

6 So I just want to -- I agree
7 with Member Thomas. We like what you're
8 doing. We want to keep you in the loop
9 of effectiveness, and I just want to say
10 thank you for the perception that it is
11 getting better. Like actually whether
12 you talk to those law enforcement people
13 or people sitting on the porch in my
14 district, there's a sense that -- and I
15 don't want to call her Auntie Cherelle,
16 but she's like the stern aunt that comes
17 in the house, boy, pull your pants up,
18 this is not how we do it here, kind of
19 thing, and it is said with love but
20 firmness, and it's a combination of both.

21 That's all I had to say,
22 Mr. President.

23 COUNCIL PRESIDENT JOHNSON: The
24 Chair recognizes Councilmember Rue
25 Landau.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 COUNCILMEMBER LANDAU: Thank
3 you.

4 I had to leave to speak to a
5 college class. They were very interested
6 in hearing about these budget
7 testimonies.

8 Two questions that are not
9 connected at all. One is about
10 conforming contracts, and I know you
11 talked about it a little bit in the
12 beginning of your time here, but we've
13 just heard complaint after complaint
14 about how long it takes to conform
15 contracts and also to get payments to
16 people, so everyone from a
17 court-appointed counsel to even shelters
18 who testified yesterday. When I spoke to
19 them in February, I took a note that it
20 was taking 54 days to conform a contract.
21 We've heard it from the larger
22 non-profits that are helping to fund the
23 smaller ones and each individual ones as
24 well.

25 Is it all going through you?

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 Is it all going through one person or one
3 entity? And how can we fix it? How is
4 that moving?

5 DIRECTOR THIEL: Councilmember,
6 I appreciate the question. Most of that
7 actually doesn't come through the
8 Managing Director's Office at all. So
9 most of that is done by other parts of
10 City government. We can certainly have
11 folks in Procurement, Law and other parts
12 of City government circle back with you
13 on some of that.

14 The parts that we do have
15 equities in are sometimes mitigating
16 risks, sometimes devoting additional
17 capacity. My sense from working here for
18 a little while is those agencies I just
19 mentioned are underresourced, like many
20 others. They have vacancies. I see a
21 lot of hard-working people everywhere in
22 City government trying to get this stuff
23 done, and at the same time, we have these
24 challenges and we're not doing what any
25 of us want to do, particularly the folks

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 where this is their job, their 100
3 percent job. We're not doing as well as
4 we would all like.

5 So I think this is also part of
6 our initiatives to make business operate
7 more smoothly. It's tough to do business
8 with the City if you're not getting paid.
9 The Mayor announced yesterday a lot of
10 great things that are going to be
11 happening for businesses. I think part
12 of it will be navigating through existing
13 City processes, because some of this in
14 my experience, there's a lot of back and
15 forth when you're trying to do this
16 inside and outside City government.

17 So that's not necessarily in
18 our lane to get that done. We are in
19 certain cases I mentioned with our
20 Capital Program Office providing
21 resources from the Managing Director's
22 Office to other agencies like Law to give
23 them additional capacity to work on our
24 projects, your projects, to work on
25 capital projects and other things. So

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 we're looking at that, how this work gets
3 done.

4 Rest assured, the Mayor is
5 keenly interested in this. Our
6 colleagues in the Mayor's Office, our big
7 three, are working very hard on this, our
8 CAO. A lot of people understand these
9 challenges. We know we need to fix it.
10 We are a piece of that too, but a
11 relatively small piece.

12 COUNCILMEMBER LANDAU: Okay.
13 I'll figure out how to do the follow-up
14 on that one.

15 And then the second question
16 was about arts and culture. I am upset
17 to see that I believe there's a
18 \$2 million cut in the Office of Arts,
19 Culture and the Creative Economy and that
20 there's not going to be any more of the
21 Illuminating the Arts grants. Arts helps
22 with community development, youth
23 engagement, cleaning and greening, public
24 safety.

25 Tell me it's not true, and

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 would love to know like why that would
3 happen. The arts is one of the things,
4 especially for our youth on the ground,
5 that is keeping them engaged and making
6 Philadelphia beautiful, and it's an
7 economic engine.

8 DIRECTOR THIEL: Councilmember,
9 Arts and Culture is no longer in the
10 Managing Director's Office. We have a
11 new Director for that, and again part of
12 the Mayor's commitment -- because the
13 Mayor absolutely agrees that arts and
14 culture is important. In fact, she
15 believes it's so important that our new
16 Director reports directly to the Mayor.

17 So we can have them circle back
18 to explain exactly what the City's
19 investment in that is and how we as a
20 city are going to continue to do that
21 work, albeit organized in a slightly
22 different way.

23 COUNCILMEMBER LANDAU: Okay. I
24 should ask another question that's not in
25 your department so I can strike out.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 DIRECTOR THIEL: Well, to be
3 clear, Councilmember, I'm not punting.
4 We will make sure that we will get
5 somebody to get you an answer back.

6 COUNCILMEMBER LANDAU: I fully
7 understand. Thank you.

8 COUNCIL PRESIDENT JOHNSON:
9 Thank you.

10 The Chair recognizes
11 Councilmember Thomas.

12 COUNCILMEMBER THOMAS: Thank
13 you, Council President.

14 Very briefly, and thank you,
15 Councilmember Landau, for bringing up
16 that issue. I just want to assure that
17 we have the Office of Creative Economy
18 come before this Committee. I'm not sure
19 if with the restructuring they fit the
20 \$5 million budget requirement, but if
21 they don't, we would love them to come
22 before the Committee to answer questions
23 that Councilmember Landau just presented
24 as well as other questions related to the
25 arts and culture space.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 COUNCIL PRESIDENT JOHNSON: So
3 noted. I will make the request.

4 COUNCILMEMBER THOMAS: Thank
5 you, Council President.

6 Thank you, Councilmember
7 Landau.

8 COUNCIL PRESIDENT JOHNSON:
9 You're welcome.

10 Before we wrap up, we have our
11 last two to wrap this round up and break.

12 The Chair recognizes
13 Councilmember Jeffery Young and then we
14 have Councilmember Nicholas O'Rourke, and
15 then that's the wrap.

16 COUNCILMEMBER YOUNG: Thank
17 you, Mr. President.

18 My questions are along the
19 lines of special events. We just had
20 WrestleMania here in the City, which I
21 think did wonders for our city, but we
22 have events all the time on the Parkway
23 that -- being the new Councilmember, that
24 was one of the first things that folks
25 kind of bombarded me with, is Parkway

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 events.

3 There's a lot of seniors that
4 live around the Parkway in some senior
5 facilities who need access to just the
6 amenities that the Parkway and the things
7 around the Parkway offer, but during
8 special events, they just cannot get
9 there. And so I was wondering if there
10 is ways where we can temporarily change
11 like street directions or something
12 during these events to allow for access
13 for certain seniors to get in and around
14 the communities, because a lot of one-way
15 streets are there and streets are blocked
16 off, so they have no access. They're
17 kind of landlocked in the facilities and
18 aren't able to move around their
19 communities when there are special
20 events.

21 So could you speak to, I guess,
22 what the City's plan is during special
23 events on the Parkway and how we can, I
24 guess, mitigate those issues that those
25 community members, those seniors have

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 that live around the Parkway area?

3 DIRECTOR THIEL: Councilmember,

4 Council President, appreciate the

5 question and understand the concerns.

6 It's always a balancing act to be able to

7 have these major events, with more

8 coming, while recognizing that the

9 community still needs to be able to get

10 where they're going and be able to have

11 their quality of life.

12 So a lot of that coordination

13 comes out of our Office of Special Events

14 and Jazelle Jones, also our City

15 Representative, they do some of that, our

16 Office of Emergency Management, Streets.

17 Rest assured, there is a very elaborate

18 and detailed planning process for all of

19 these events to try to balance safety,

20 security, and access all the time, and we

21 know that sometimes that can be --

22 sometimes it is very difficult to do both

23 of those things.

24 I think to -- we actually do

25 some of that. We do sometimes close a

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 street but provide access for residents,
3 sometimes change the way streets run. If
4 there are specifics, we'd be happy to
5 take specific examples of events and
6 buildings and folks that didn't
7 necessarily have access and get that into
8 our planning stream for these upcoming
9 events, some of which -- and I think it's
10 an important point as well. The scale
11 and scope -- we are used to big events.
12 The scale and scope of some of the events
13 that we have coming in 2026 are going to
14 harken back to the Papal visit as maybe
15 the last biggest thing, the DNC that we
16 did in 2016.

17 We are already doing a lot of
18 planning for 2026 working back through
19 today. So we'd be happy to take specific
20 examples from your office so we can do
21 what we can to work that into the
22 planning.

23 COUNCILMEMBER YOUNG: Thank
24 you. Just for the record, I want to note
25 that I used to be Jazelle's intern in the

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 Managing Director's Office many moons
3 ago, so I'm very familiar with the
4 process with special events. So thank
5 you for that.

6 COUNCIL PRESIDENT JOHNSON:

7 Thank you, Mr. Young.

8 And wrapping up, the Chair
9 recognizes Councilmember O'Rourke.

10 COUNCILMEMBER O'ROURKE: Thank
11 you, Council President.

12 Thank you, Councilman Young,
13 for recognizing WrestleMania in the great
14 City of Philadelphia.

15 I just had two quick questions,
16 and I thank Council President for the
17 time.

18 Starting in November of 2022,
19 Philadelphia welcomed its first bus of
20 individuals seeking asylum. Since then,
21 we have received 71 buses sent from Texas
22 and 2,900 people seeking asylum. Proud
23 of Philadelphia's commitment to being and
24 maintaining itself as a welcoming city,
25 which has looked like meeting folks with

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 open arms, helping them find stability in
3 Philly or assisting them in getting to
4 their final destination.

5 In light of the upcoming
6 presidential election, it's important
7 that we get clear about how we will
8 continue to fund and support this
9 critical work. It looks like we spent
10 5.3 million last year for migrant bussing
11 and to operate the Welcome Center, but it
12 does not look like there are any
13 appropriated funds for this work in FY25.

14 That being said, if the
15 practice of bussing migrants to
16 Philadelphia by some wayward governors in
17 this union reemerges, is the City
18 prepared to receive them with this
19 current budget?

20 DIRECTOR THIEL: Councilmember,
21 Council President, I think the short
22 answer to that is, it depends. Obviously
23 we don't control that flow. We don't
24 control the mode or the timing or the
25 number of folks. That is completely

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 somewhere else, and as you might imagine,
3 we don't have a lot of influence on that,
4 the other end of that pipeline.

5 So our team, and it's an
6 amazing team that does that, our Office
7 of Immigrant Affairs, our OEM, a lot of
8 other partners, we are able to handle the
9 flow as it stands right now. If that
10 changes significantly, then the good news
11 is we know how to do this. We did it
12 with Operation Allies Welcome, which is
13 something a lot of folks forget about or
14 believe that was somebody else's job.
15 The reality was Operation Allies Welcome
16 was done largely by the City of
17 Philadelphia and Department of Defense
18 partners and others.

19 So we know how to scale, and we
20 will have to find the resources to do
21 that. We will have to have our
22 colleagues in Finance do that. And there
23 have recently been some federal funding
24 streams that we may be able to tap for
25 some of that work depending on how much

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 it ramps up.

3 COUNCILMEMBER O'ROURKE: To
4 that, is funding continuing for
5 Pennsylvania Immigrant Unity Family
6 Project, which helps immigrants with
7 legal defense? Do you know about that?

8 DIRECTOR THIEL: I don't. We
9 can certainly come back to you with an
10 answer to that.

11 COUNCILMEMBER O'ROURKE: Please
12 do.

13 DIRECTOR THIEL: About that
14 specific program.

15 COUNCILMEMBER O'ROURKE: Thank
16 you very, very much.

17 And I had a question for OEM.
18 We have certainly seen the busy and broad
19 nature of emergency management,
20 especially as natural disasters become
21 more extreme and human-made disasters
22 illuminate the limits of our current
23 systems. I should say I believe you were
24 the one that handled the snow removal in
25 all of that in the City about a week or

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 two into this Administration; is that
3 correct? Commendations to you for that
4 work.

5 OEM has responded to a number
6 of unprecedented crises over the last few
7 years, and federal funds and several
8 grant-funded initiatives have allowed OEM
9 to operate with agility. Can you
10 describe the expected impacts due to the
11 loss of this funding?

12 DIRECTOR THIEL: Councilmember,
13 working backwards, a huge interagency
14 team, those are the ones who actually did
15 the work of the snow removal. So I want
16 to give a shout-out. So many different
17 agencies. I'm not going to list them in
18 the interest of time. All I basically
19 did was say maybe we should have a call.
20 So I appreciate that.

21 I also want to appreciate
22 Tiffany Thurman, our Mayor's Chief of
23 Staff, who really helped with some of
24 that. And I also -- I want to be clear
25 that the last time I was almost killed in

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 the line of duty was because I was
3 standing too close to a building that
4 used to be in Kensington, and only thanks
5 to some of our real professionals in the
6 Philadelphia Fire Department did I
7 survive. So we pulled back just in time
8 that I was not -- the Fire Commissioner
9 should not be that close to a building.
10 So that was my fault.

11 The Office of Emergency
12 Management, so as a former Director,
13 temporarily three-year Director of OEM,
14 very important agency. They do -- to
15 your point, are often right there when
16 unexpected things happen, whatever those
17 might be, a phone call that we're going
18 to start having folks from Afghanistan
19 showing up in 27 to 30 hours. OEM does
20 have access to funding resources, federal
21 funding resources, regional grants. We
22 are not going to let OEM fail, because
23 they have never let us fail. So we are
24 going to do what needs to be done to
25 ensure that all that critical work

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 continues regardless of where those
3 dollars are coming from. Whether they're
4 coming from the General Fund in one place
5 or another place in the General Fund, we
6 need to maintain the capacity and
7 capability we have in OEM.

8 One of the challenges we have,
9 and we're looking at this holistically
10 across City government, is also
11 retention. There's no better place in
12 the country arguably to learn emergency
13 management than here in Philadelphia.
14 That's a good thing and the other thing
15 at the same time. We've been tested.
16 Those folks have risen to the occasion.
17 Most of them can go write their ticket
18 somewhere else. We all understand that.
19 We know that's true of so many different
20 City employees. So we're looking at
21 compensation, recruitment, and retention
22 out of our CAO and our Office of Human
23 Resources.

24 So we're going to -- we're
25 not -- I am not concerned about losing

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 our capabilities in OEM with what's in
3 the budget. We got it.

4 COUNCILMEMBER O'ROURKE: Okay.

5 Thank you very much.

6 And thank you, Council
7 President.

8 COUNCIL PRESIDENT JOHNSON:

9 Thank you.

10 I want to thank both of you for
11 your testimony. As a body, we look
12 forward to continuing working in
13 partnership with the Administration as we
14 move the City of Philadelphia forward.
15 So thank you.

16 And this hearing stands in
17 recess until 2:00 p.m.

18 - - -

19 (Recess from 1:02 p.m. until
20 2:10 p.m.)

21 - - -

22 COUNCIL PRESIDENT JOHNSON:

23 This hearing will now come to order.

24 Ms. Loughead, will you please
25 call the next witness for public

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 testimony.

3 THE CLERK: Keisha Hudson,

4 Chief Defender.

5 (Witnesses approached witness

6 table.)

7 COUNCIL PRESIDENT JOHNSON: We

8 got the Northeast caucus over there

9 taking care of business. I like that.

10 Ms. Hudson, just please state

11 your title for the record and please

12 begin your testimony.

13 MS. HUDSON: Good afternoon,

14 Council President and City Council.

15 Keisha Hudson, Chief Defender of the

16 Defender Association of Philadelphia.

17 Council President Johnson,

18 members of City Council, again, I'm the

19 Chief Defender of the Defender

20 Association of Philadelphia, and I am

21 pleased today to provide testimony on the

22 Fiscal 2025 Operating Budget for the

23 Defender Association of Philadelphia.

24 We are requesting a total

25 budget increase of 15 million. The

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 details about how we would use these
3 resources is laid out in our
4 comprehensive written testimony,
5 accompanied by a short five-page slide
6 presentation. Today I'm just going to
7 spend a few moments giving you an
8 overview of our budget request and give
9 you the opportunity to ask any questions
10 you have of me about our work.

11 The majority of my requested
12 budget increase will be directed to our
13 continued efforts to interrupt and
14 dismantle what we call the womb-to-prison
15 pipeline, a long-term investment that
16 aligns with the Mayor's vision to make
17 Philadelphia the safest big city in
18 America.

19 As we all know, Philadelphia's
20 child welfare system is particularly
21 aggressive, removing predominantly Black
22 and brown children from their home at or
23 near the highest rate of any big city in
24 the country. We are looking to add to
25 our dependency and youth delinquency

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 practice teams by bringing on two
3 experienced education attorneys and two
4 housing navigators to serve our youth,
5 particularly our older youth, both again
6 in the dependency and delinquency system.

7 We have to ensure that our
8 older youth involved in these systems are
9 able to navigate the challenging
10 processes in both the education and
11 housing systems. According to our
12 partners at the Education Law Center,
13 dependency and justice-involved students
14 need strong advocates because they are
15 among the most educationally underserved
16 of all student populations. They are
17 more likely to change schools, be placed
18 in inappropriate classes, and fail to
19 receive the special education and other
20 services that they need.

21 Our youth in the juvenile
22 justice system are more likely to have
23 unmet special education needs and a
24 history of truancy. As a result of
25 multiple school changes and placement in

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 on-ground schools, students who are
3 justice involved often fall through the
4 cracks. Our education lawyers will be
5 critical for representing youth in the
6 dependency system, representing youth in
7 expulsion proceedings, which have become
8 increasingly common. Many children are
9 now receiving permanent expulsion from
10 school and many are mandated to be out of
11 school for an entire school year,
12 undermining their ability to graduate.

13 Education lawyers are also
14 important for the legal representation of
15 youth in special education due process
16 proceedings and will be important to
17 coordinate with placement facilities to
18 ensure that our children coming back from
19 placement are getting the appropriate
20 education services.

21 We are also asking for two
22 housing navigators. The children and
23 youth who remain longest in foster care
24 or whose last placement was a group
25 setting are the least likely to ever

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 become part of a permanent family. This
3 lack of support leads to a greater
4 likelihood of homelessness. The housing
5 navigators will be responsible for
6 helping our youth access county services
7 and community resources.

8 Protecting our older youth
9 clients with educational and housing
10 supports will ease their transition into
11 adulthood, but provide -- and also
12 provide meaningful connections to
13 education, housing, and community that
14 will reduce their chances of being
15 arrested.

16 What do we mean when we say the
17 womb-to-prison pipeline? Twenty-four
18 percent of dependent children experience
19 a juvenile arrest. We represent those
20 children in the Delinquency Practice
21 Unit, which last year we represented
22 1,463 children. This unit currently has
23 only ten lawyers and five social workers.
24 We know with our current staffing levels
25 that we are unable to meet the needs of

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 our clients, which is why we are asking
3 for resources to increase our staff and
4 social workers.

5 The lion's share of the budget
6 request would provide funding to hire
7 five attorneys and 25 social workers, and
8 so that every youth that we represent in
9 that delinquency practice will have the
10 benefit of an interdisciplinary legal
11 team, which will include an attorney, a
12 social worker, and administrative staff.

13 Our experience with our
14 children entering the delinquency system
15 tells us that they all need the
16 assistance of a social worker, and
17 currently we are not staffed to provide
18 them with one.

19 With this continued investment,
20 we can connect our young people with the
21 support that they need to avoid future
22 entanglement with the delinquency system
23 and avoid future involvement with the
24 adult criminal justice system. This
25 additional staff will also help us build

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 our capacity to provide representation
3 and social services to youth as
4 diversionary opportunities for them to
5 expand.

6 I was pleased last year when I
7 was listening to Commissioner Bethel's
8 testimony that he has expressed a deep
9 commitment to diverting our youth as
10 early as possible, at the point of police
11 contact or using our juvenile access
12 center, and we would very much appreciate
13 coordinating with the City and other
14 stakeholders, including the Police and
15 the DAO, to divert our youth, but we will
16 need increased capacity to represent our
17 youth clients in that realm.

18 It will also lower other
19 caseloads for our attorneys. In every
20 unit at the Defender's Association,
21 currently our attorneys are carrying more
22 than twice the recommended caseload.
23 This increased investment will also
24 support efforts to safely reduce the
25 PJJSC population by creating release

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 plans for children housed there and will
3 better support our young people returning
4 home from placement or detention.

5 As Council is aware, there is
6 overcrowding at the PJJSC. It has
7 presented ongoing challenges for the
8 facility and for our young clients housed
9 there. While stakeholders have been
10 working to reduce the daily detention
11 population, it has consistently remained
12 at or above capacity.

13 Despite efforts to reduce the
14 population, it remains a racial justice
15 crisis. Let me repeat. It is a racial
16 justice crisis that is impacting young
17 Black males, who make up 85 percent of
18 our young people who are housed in the
19 detention center.

20 Every month middle school
21 children routinely populate the JJSC and
22 there are children as young as 11 or 12
23 in our detention center every month.

24 Recently the majority of the
25 children in detention are those who are

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 waiting resolution of their case. Around
3 113 children are being held
4 pre-adjudication. They have not yet had
5 a trial or any proceeding in Family
6 Court. Investing in additional attorneys
7 and social workers for our office will
8 also enable us to work to secure release
9 for these pre-adjudication children while
10 they await resolution of their case.

11 The second, I would say,
12 priority of our budget ask has to go
13 towards staff recruitment and retention
14 initiatives. Following the COVID-19
15 crisis, our organization, like many City
16 agencies, had vacancies to fill. In 2020
17 and 2021, we lost 98 defenders, and the
18 majority of those defenders were
19 seasoned, experienced trial attorneys.

20 We are also hopeful that we can
21 increase the diversity of our attorneys.
22 We want our attorneys to reflect the
23 client population that we represent. We
24 are still at a time in American history
25 where when we try to recruit Black and

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 brown attorneys to our organization,
3 we're often told that our salary,
4 starting at \$64,000, is simply not enough
5 for them to pay their student loans and
6 often time for them to support their
7 families. I have heard from countless
8 prospective candidates that, Ms. Hudson,
9 I am the first person in my family to go
10 to college, I'm the first person in my
11 family to go to law school, I have
12 responsibilities. And so we have a
13 challenge recruiting and retaining Black
14 and brown attorneys.

15 To remain competitive with
16 other City agencies, we want to invest in
17 increasing our starting salary. As of
18 today, our office, public defenders start
19 at \$64,000. The District Attorney's
20 Office attorneys start at \$70,000. The
21 Law Department solicitors start at
22 \$72,000.

23 All three agencies, DAO
24 Krasner, Solicitor Garcia, and myself,
25 have met and discussed the challenge of

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 recruitment and retention, and we are
3 aligned in an ask for starting salaries
4 to be increased to \$85,000 a year. This
5 makes us competitive with New Jersey
6 where the starting salary is \$75,000 a
7 year and at least for public defenders
8 where the starting salary in Baltimore is
9 \$85,000 a year. Solicitor Garcia will
10 tell you that that starting salary is far
11 and below what we are seeing in other
12 public defender and solicitor and
13 prosecutor agencies around the country.

14 We simply cannot recruit and
15 retain and sustain our attorney class on
16 any diversity initiatives unless we get
17 an increase in our salary.

18 We do have a unionized attorney
19 staff. They're unionized under the UAW.
20 We have a collective bargaining
21 agreement, and of course any increase to
22 our starting salary means that the salary
23 has to be increased throughout our
24 contract per our contract.

25 In conclusion, investing in the

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 Defender Association is not just an
3 investment in providing essential
4 constitutionally mandated legal counsel
5 to people that are entangled in our
6 justice system, but it's funding an
7 effective community touch point that
8 supports people and their need to succeed
9 socially, educationally, and
10 economically.

11 Every time this body discusses
12 people in the criminal justice system,
13 every time we discuss bringing people
14 into the criminal justice system, every
15 time we have a new law, every time we
16 have a new initiative, like the
17 Kensington initiative, we also have to
18 address funding, not just for the other
19 stakeholders but for the Defender
20 Association that represents over
21 70 percent of the people in the City of
22 Philadelphia.

23 Investing in the Defenders also
24 ensures that we retain and recruit the
25 people committed to serving the public

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 good. We do appreciate the support
3 you've given us over the years. Council
4 has been incredibly supportive in our
5 ability to increase staffing and support
6 for our Child Advocacy Unit, but we do
7 need additional resources.

8 And now I will, again, rest on
9 my testimony and our short slide
10 presentation and take any questions that
11 Council might have.

12 Thank you.

13 COUNCIL PRESIDENT JOHNSON:

14 Thank you, Keisha. As always, thank you
15 for your hard work and your dedication
16 and taking a comprehensive approach in
17 supporting those who need legal
18 representation. And, you know, obviously
19 I'm a great fan of our great judiciary
20 defense system that we have here in the
21 good old United States of America. So
22 you keep up the good work.

23 MS. HUDSON: Thank you, Council
24 President.

25 COUNCIL PRESIDENT JOHNSON: The

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 defense never rests.

3 MS. HUDSON: The defense never
4 rests, never rests.

5 COUNCIL PRESIDENT JOHNSON: A
6 couple questions that I have. Obviously
7 some key things that you hit in terms of
8 making sure that on a staffing level as a
9 city we remain competitive to other
10 cities, which is a no-brainer. I think
11 this particular body has a value on
12 making sure that we're being supportive
13 of the Defender Association, similar to
14 how we support the First Judicial
15 District, similar to how we support our
16 District Attorney's Office. And so we
17 welcome your presentation, and I know my
18 Chairman of Public Safety has been a
19 strong advocate of supporting and
20 increasing your budget, similar to
21 myself. So a lot of things you talked
22 about are very, very refreshing in terms
23 of making sure people have strong
24 representation.

25 A couple questions that I had.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 In terms of the collaboration of the
3 Public Defender's Association, do you
4 work in partnership or is there any
5 synergy with the Department of Human
6 Services, DHS, because you do a lot of
7 work with juveniles, as well as First
8 Judicial District? And I know they also
9 have the Juvenile Unit with the juvenile
10 probation officers in Family Court.

11 What's the role that you and
12 your team play from a synergy standpoint
13 while you're supporting our young people?

14 And the other part of my
15 question is, what is the
16 attorney-to-client ratio for adults as
17 well as juveniles?

18 MS. HUDSON: So to answer your
19 first question, we represent the children
20 who are coming into both the delinquency
21 and dependency system, and we serve a
22 very, very unique role.

23 On the dependency system, I
24 laud Commissioner Ali's vision of
25 reducing the amount of children that are

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 removed from homes and placed outside of
3 the family setting, in foster care or
4 group placements. She's committed to
5 addressing the racial inequity of that
6 issue and the trauma that our children
7 endure when they are removed from their
8 families.

9 The majority of our children
10 are removed due to poverty and neglect.
11 Two percent of our clients are
12 actually -- that we represent are subject
13 to physical or sexual abuse. The vast
14 majority we are talking about poverty
15 underlying the fact that they are being
16 removed.

17 And so we are aligned with
18 Commissioner Ali. We get funding through
19 the Department of Human Services. For
20 example, in one front, to do our mobile
21 services visits with our clients who are
22 placed throughout the City and state, so
23 we're able to have our social workers and
24 our attorneys visit our clients in
25 different placements, both on dependency

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 and delinquency side. If a client is
3 placed in a foster home in a particular
4 area that's outside the City, our social
5 workers and attorneys can visit and
6 maintain the relationship with that
7 child, and we get funding through DHS to
8 do that.

9 We also, again, on the
10 delinquency side, when our clients are
11 placed as far away throughout the state,
12 we have clients in Texas, get funding
13 through the City, again, to be able to
14 visit our clients in placement.

15 We would love to be able to
16 have more alignment in terms of what
17 happens once the child comes into the
18 system. Again, the Defender Association
19 is not involved pre-removal. We do not
20 see that world, so we don't know what's
21 happening prior to the child being
22 removed. We, of course, will get that
23 information after we take on
24 representation of the child, but we would
25 love to be more coordinated in

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 pre-removal, because we do think that
3 that will help in family reunification
4 down the road.

5 We have a lot of work to do in
6 the City of Philadelphia in terms of
7 understanding what drives the removal of
8 children. Substance abuse is of course
9 part of the decision to remove a child,
10 but we also need to focus on the fact
11 that our clients do heal from substance
12 abuse addiction, and efforts should be
13 made to support them maintaining contact
14 with their children and eventually when
15 they become sober and/or overcome their
16 addiction, have a plan to be able to get
17 their children placed back with them.

18 So we do collaborate, I would
19 say, both in the pre-removal and
20 post-removal. Both the parents' lawyers,
21 who are represented by Community Legal
22 Services, the Child Dependency Unit, our
23 unit, the child advocates who represent
24 the children, the DHS social workers that
25 involve the CUAs, all of the other City

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 agencies that come into bear would need
3 to, I think, increase our collaboration
4 with the outlook of what is in the best
5 interest of the child. And in our mind,
6 the best interest of the child is to do
7 what we can to reunify.

8 On the delinquency side, I will
9 quickly say our attorneys are carrying
10 significant caseload. Our attorneys
11 right now in our Juvenile Unit are
12 carrying in excess of 75 to 80 youth
13 clients that they're representing at any
14 one time. Again, as I said --

15 COUNCIL PRESIDENT JOHNSON: Per
16 attorney?

17 MS. HUDSON: Per attorney. We
18 represented 1,400 children last year. We
19 have ten attorneys. And I have to also
20 include the fact that the leadership of
21 those units are carrying caseloads
22 themselves, so they are not having the
23 time to manage their staff. They're in
24 court every single day with a full client
25 caseload. So that's why we're asking for

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 an increase in our attorney and social
3 work staff.

4 COUNCIL PRESIDENT JOHNSON: And
5 last question before I relax my time for
6 my members, talk about the role that your
7 social workers play in terms of
8 addressing the mental health and trauma
9 that juveniles and adults, clients, may
10 be impacted by just on your basic
11 interacting with them as public defense
12 counsel.

13 MS. HUDSON: I also say every
14 chance I can get, so I'll say it here
15 again today, that public defenders are
16 the most knowledgeable about what it will
17 take to achieve public safety. And I say
18 that in all seriousness, because we have
19 the beauty of attorney-client privilege
20 and we can have clients who trust us, and
21 they do trust us and will tell us things
22 that they may not have told their parents
23 or loved ones.

24 And I can tell you for every
25 client we represent, I can see through

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 looking at their history what we call
3 missed interventions, whether that's a
4 failure of the family surveillance
5 system, whether that's a failure of
6 community or education, simply by their
7 location, the neighborhood they live in,
8 that that child, if they were involved in
9 the dependency system, I can see why they
10 ended up coming through the both juvenile
11 and adult system. So we know our clients
12 well and we know what solutions work.

13 Right now our social workers,
14 we have 29 social workers for our adult
15 population, and last year we represented
16 34,000 adults. We represented 4,000
17 children; we represented 34,000 adults.
18 We have 29 social workers.

19 We are not able to have any
20 substantive touch points with our
21 clients, so we do an incredible job of
22 referring our clients, connecting them to
23 services, but as you have heard from the
24 agencies that have testified, we don't
25 have enough treatment options for our

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 clients, whether that's outpatient or
3 inpatient. The wait list is long.

4 If you sit in a courtroom any
5 day of the week, you will see the PD, the
6 DA, and the judge asking, well, when can
7 we get this client into placement or when
8 can we get this client a bed for
9 treatment.

10 When they do the treatment,
11 time is not long enough to address their
12 need, and when they are released from
13 treatment, there are no social service
14 supports around housing or employment to
15 help them maintain their sobriety or to
16 help them from reverting back to their
17 addiction.

18 So I am asking for an increase
19 in social workers not just for the youth
20 unit, some of the 25 social workers will
21 be, for example, in response to the
22 Kensington plan, because we want to be
23 able to make sure that our clients are
24 getting the services they need. We know
25 that they need longer term treatment and

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 we know what happens that leads to their
3 relapse, and, that is, they come back
4 out, there's no housing, there's no
5 continuation of support, and before long,
6 we see them coming back through the
7 system again.

8 COUNCIL PRESIDENT JOHNSON:
9 What's your role right now with the
10 Kensington strategy plan?

11 MS. HUDSON: We have not been a
12 part of the plan. We have been invited
13 to two meetings. Those meetings were at
14 the invitation of DAO Krasner.

15 COUNCIL PRESIDENT JOHNSON:
16 Okay.

17 The Chair recognizes
18 Councilmember Mark Squilla.

19 COUNCILMEMBER SQUILLA: Thank
20 you, Mr. President.

21 Thank you, Keisha, always for
22 your support and collaboration and
23 attending those meetings with DA Krasner,
24 who we requested you to be there from
25 those office.

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 MS. HUDSON: Thank you.
3 COUNCILMEMBER SQUILLA: During
4 the previous budget, there was an
5 allocation and money for AMP Court. AMP
6 Court was something that we supported
7 immensely with your help and also DA
8 Krasner. At that time, we were supposed
9 to initiate it two days a week and then
10 eventually go to five days a week. We
11 still haven't been able to do that and
12 there's some challenges why that has
13 been, but during your time as a defender,
14 do you see the use of courts like this to
15 be able to get folks the help that they
16 need so that we would see less multiple
17 offenses or recidivism from these folks,
18 and what other -- we also talked about
19 Community Court that we don't have,
20 right, as an opportunity for diversionary
21 options instead of charges that will be
22 filed and/or incarceration. Do you see
23 both AMP Court and/or Community Court as
24 possible options to help not only reduce
25 the caseloads from a lot of the defenders

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 but also help the people who are the
3 offenders?

4 MS. HUDSON: Before I answer
5 your question, I do have Sarah Allen
6 here, the First Assistant at the Defender
7 Association of Philadelphia. Sarah Allen
8 is our office expert on both AMP and
9 actually staffed Community Court.

10 I will say overall, yes. You
11 know that our office is ready today
12 without any additional investment to move
13 up AMP from the two days a week to five
14 days a week, but there are additional
15 supports that are needed through that
16 diversion program, and there is a role
17 for Community Courts. But I would like
18 to invite Sarah to talk about really what
19 it looks like now and what we may need to
20 be able to bring more clients through
21 that diversionary program, which again
22 does work.

23 COUNCILMEMBER SQUILLA: Thank
24 you.

25 (Witness approached witness

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 table.)

3 MS. ALLEN: Thank you,
4 Councilman Squilla. So we are currently
5 staffing AMP Court two days a week. We
6 were able to staff that expansion without
7 any additional services.

8 The partnerships that we have
9 created through court such as Community
10 Court and AMP Court are integral to the
11 success of the program. PHMC has been
12 incredibly supportive in continuing to
13 staff it with a full complement of social
14 workers, who are able to make realtime
15 connections in the courtroom and do
16 follow-up.

17 So the Defender remains
18 committed to staffing any problem-solving
19 courts that we can create with the
20 partners. We just have to figure out how
21 to expand in a world where PAD exists.
22 PAD did not exist in the time that we had
23 Community Court. So anything that we can
24 do to be supportive of problem-solving
25 courts I think are a solution to some of

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 the problems that are experienced in
3 communities like Kensington.

4 COUNCILMEMBER SQUILLA: Well,
5 thank you for that, because I think it's
6 important to hear from -- when you see
7 things of enforcement or you see things
8 that deal with offenders, what is our
9 best way as a city to deal with those
10 offenders in a way that doesn't hurt them
11 long term, but also understand that there
12 are consequences or at least a court
13 process that may be a part of that
14 offender's choice, not his choice
15 particularly, but that there is a
16 consequence at some point so that they
17 know what we can do and give other
18 opportunities.

19 Now, if there's somebody who
20 goes through, and the same thing with AMP
21 and Community Court, you have like 30, 40
22 offenses of the same person, that's a
23 whole different story, but the goal is
24 that there's always people who make
25 mistakes at times when they're young and

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 sometimes not thinking about the
3 consequences. There's other folks who
4 will be habitual offenders, but I think
5 our goal is to weed out those folks and
6 to make sure that people who make the
7 mistakes at a young age or even not at a
8 young age but make a mistake and get
9 caught up in the system, that they don't
10 get tied up or then set back by the
11 system.

12 So any advice that you have
13 even with AMP as this rolls out and is
14 hopefully being used more, but also if
15 PAD somehow circumvents Community Court
16 or is there room for a different process
17 besides PAD?

18 MS. ALLEN: I think the
19 diversion courts that have been set up
20 are very successful because of how
21 rapidly the intervention occurs. AMP is
22 generally three to five days after
23 arrest, so they don't have time to sort
24 of get lost in the system again. So
25 having the supports in place to have

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 rapid intervention I think is the key.

3 The other thing that I have

4 found to be successful in these

5 problem-solving courts is having

6 consistency in the staffing, both

7 attorneys, social workers, and the judge

8 consistent in the process. Because when

9 you do have that person who falls off the

10 wagon and comes back in, when everyone

11 recognizes them when they walk through

12 the doors and calls them out by name, it

13 makes a huge impact. So strong supports

14 from the judiciary, strong supports from

15 organizations like PHMC, and strong

16 supports from the treatment providers in

17 the community are what make the

18 problem-solving courts successful.

19 COUNCILMEMBER SQUILLA: And I

20 agree, and they all need to be funded,

21 right. So that's part of the challenge.

22 I see you're bringing big guns

23 in like Mr. Gillison here to also support

24 your request.

25 But I just want to say thank

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 you, and I do support the salaries, the
3 starting salary increase, because I think
4 it really is important. We as a city
5 always said that we might make a little
6 less money but yet got great benefits,
7 you have pension, but some of those
8 things aren't the same anymore, right?
9 So the salaries are a key to attracting
10 people, but not only attracting them, but
11 you have to be able to retain them. We
12 don't want to get people to come in, we
13 don't want to get them trained and then
14 they go somewhere else, right? So I
15 think we really need to look at that as
16 part of the budget request in making sure
17 that we support that wholeheartedly
18 moving forward. So thank you.

19 MS. HUDSON: Thank you for your
20 support, Councilmember.

21 COUNCILMEMBER BASS: Thank you,
22 Councilman.

23 Quick question. Good
24 afternoon.

25 MS. HUDSON: Good afternoon.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 COUNCILMEMBER BASS: Quick
3 question. Can you give us some sense of
4 what the increase you're asking for will
5 do for those ratios for your clients?

6 MS. HUDSON: So for raising the
7 starting salary for our attorneys?

8 COUNCILMEMBER BASS: Yes.

9 MS. HUDSON: So there is going
10 to be a report that will be forthcoming
11 from the University of Pennsylvania.
12 Currently we are staffed at Defender
13 Association, we are staffed at 250
14 attorneys. That report is going to say
15 that as of today, the Defender
16 Association is understaffed by 100
17 lawyers to keep up with recommended
18 caseload and workload. So that's for
19 future budget seasons, and I will share
20 that report once it is released.

21 It is a statewide report. It's
22 going through each public defender
23 agencies in the state to talk about their
24 staffing and whether the staffing can
25 accommodate the current caseload level.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 So our ability to increase and
3 our focus on our youth delinquency
4 practice unit, because if we get five
5 more attorneys and we add to that
6 complement, we can bring cases down from
7 the 75 or so that they are now to 50 or
8 so cases, which again sounds like a lot,
9 but every year we have to be able to
10 start to make progress. And so it would
11 be remarkable to have five experienced --
12 we're not actually -- for the youth
13 practice units, we're not looking for
14 young attorneys right out of law school.
15 We're looking for seasoned attorneys to
16 come in who can handle a heavier caseload
17 than a junior attorney who is still
18 learning the practice.

19 COUNCILMEMBER BASS: So real
20 quick, I just want to ask this question.
21 So if we're saying for every five, it
22 will reduce the caseload from 75 to 50,
23 but the need is 100. You're saying we're
24 understaffed by 100?

25 MS. HUDSON: Across the

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 organization for our caseload, the study
3 will say the Defender Association is
4 understaffed by 100 lawyers.

5 COUNCILMEMBER BASS: Is there a
6 plan to get to that hundred in the near
7 future?

8 MS. HUDSON: We'll come back
9 every year, and I always come with a
10 robust ask. I text quite many of you at
11 all hours of the day and night just to
12 remind you of that ask. And so we'll
13 come back each year again with our data
14 to show we need increased resources.

15 COUNCILMEMBER BASS: Okay.
16 Because if you're getting five --

17 MS. HUDSON: For our youth
18 practice, not adult.

19 COUNCILMEMBER BASS: Okay. So
20 I'm talking in total.

21 MS. HUDSON: Five for the youth
22 practice. Part of the budget ask will
23 also be our fall class, which is coming
24 on board in September, and that's 21 --
25 20 criminal attorneys and six attorneys

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 for the Dependency Unit. So we will make
3 a significant improvement on both the
4 dependency and criminal adult unit with
5 that class of 26.

6 COUNCILMEMBER BASS: Okay. All
7 right. Thank you very much.

8 MS. HUDSON: Thank you.

9 COUNCILMEMBER BASS: The Chair
10 recognizes Councilmember O'Rourke.

11 COUNCILMEMBER O'ROURKE: Thank
12 you, Madam Chair.

13 And hello, Chief. How are you?

14 MS. HUDSON: Good.

15 COUNCILMEMBER O'ROURKE: Thank
16 you for being here.

17 Your testimony clearly states
18 that you have not been involved in -- and
19 I think you mentioned earlier -- any
20 conversations about the triage and
21 wellness centers and that the anticipated
22 needs of the neighborhood will quickly
23 overwhelm the current referral system,
24 which is alarming to our office, for
25 obvious reasons.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 I appreciate you trying to plan
3 ahead, though, and make budget requests
4 to expand your capacity for the new MDO
5 initiatives. Since these requests are
6 not premised on actual conversations that
7 you've had with the MDO's Office, and I'm
8 sure that you're greatly anticipating
9 having those, could you let us know what
10 experience or information you're drawing
11 on to make the 1.1 million request for
12 the Kensington plan, please?

13 MS. HUDSON: I did have the
14 opportunity to meet with a member of
15 Councilmember Lozada's staff, and there
16 was -- my understanding from that
17 conversation that if we have a triage and
18 wellness center, that if people are going
19 to be arrested, the law calls for
20 arraignment within 12 to 24 hours. And
21 so if someone -- and the question was
22 asked of the MDO this morning. If
23 someone rejects treatment and there is an
24 underlying basis for an arrest and
25 charge, and those sometimes are going to

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 be legal questions that can be challenged
3 in court, but if at that moment whether
4 it's noon in the afternoon or 3:00 p.m.
5 in the afternoon, if someone is going to
6 say, I don't want treatment, charge me,
7 send me to State Road, then you need a
8 public defender within 12 to 24 hours for
9 that arraignment and you need a DA and
10 you need a judge.

11 And so my understanding is, if
12 arrest is on the table, then we have to
13 be part of the conversation, because it's
14 going to be our staff that has to respond
15 to whichever location, and that
16 1.1 million would just be to staff one
17 location. If we're talking two or three
18 or four locations to the City, then it's
19 1.1 million times two or three or four.

20 It's for six lawyers.
21 Currently we staff arraignment court 24
22 hours a day, seven days a week, but we
23 would need additional attorneys to staff
24 arraignment. If we are talking just one
25 night a week or we are talking seven

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 nights a week, then that 1.1 million will
3 change, or are we talking one place or
4 five places, then that 1.1 million would
5 change.

6 So it's a safe estimate based
7 on what our understanding is. We don't
8 know how many centers we're talking
9 about. We don't know what our clients --
10 what options they may have.

11 I would implore this body to
12 really think carefully about State Road
13 being a part of that solution. We have
14 serious concerns there. But what happens
15 to that client who wants to go forward
16 and say, put me in the jail and I'm going
17 to try my case or I was wrongfully
18 arrested or wrongfully searched and want
19 to challenge that case, that is their
20 right.

21 COUNCILMEMBER O'ROURKE: Thank
22 you.

23 Seeing that decarcerating the
24 Philadelphia Juvenile Justice Services
25 Center is a top line goal for this coming

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 year, interestingly enough, at the same
3 time that a federal monitor is saying
4 that we need to decarcerate our jails,
5 which I feel strongly about myself. Your
6 testimony notes that over 60 percent of
7 the youth inside the Juvenile Justice
8 Center are awaiting trial, 60 percent,
9 and that pre-adjudication youth is a
10 target group for decarceration efforts.

11 I'm curious to know what the
12 key metrics for and steps toward
13 accomplishing that goal are, what's the
14 process for discerning which young people
15 are awaiting trial -- the people that are
16 awaiting trial can go home, how will that
17 effort scale up. Can you speak to that?

18 MS. HUDSON: So every day we
19 get a report that will show what we call
20 alternative to detention, and those
21 alternatives to detention may say there
22 are 30 monitors available today, house
23 arrest monitors available today. There
24 are various community centers, evening
25 reporting centers where a child who is

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 waiting their adjudication hearing can
3 report to, and of course Juvenile
4 Probation can then monitor and ensure
5 that they're going to make their way to
6 court, and those alternatives to
7 detention on any day can be utilized to
8 drastically reduce the pre-adjudication
9 population.

10 Our youth, for example, last
11 year, 23 percent of our youth clients
12 were arrested for carrying guns. This
13 year it's 14 percent. It's going down,
14 but unfortunately I think the
15 stakeholders, not including the Defender
16 Association but stakeholders including
17 the courts, may think that the safer
18 place for Black boys, particularly at
19 this time, is in detention or for them to
20 be detained and not released to their
21 families or back to their communities or
22 to utilize those alternatives to
23 detention.

24 Similarly, our youth, there are
25 services available. Again, all partners

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 have to come to the table and work to
3 connect our pre-adjudication youth to
4 those services. We have to be willing to
5 surround them with resources and support.
6 If we have a social worker assigned to
7 every single child, we can ensure that
8 that happens, but right now with five
9 social workers, we are focused on the
10 youth that really are truly, truly, truly
11 immeshed in the system and in need of
12 interventions. But every child should
13 have a social worker. I think we would
14 better facilitate that pre-adjudication
15 and alleviate the detention.

16 Really quickly, on State Road
17 we propose that today we could identify
18 500 people that should not be on State
19 Road and we would be able to close an
20 entire facility and you could reallocate
21 the guards from that facility or the
22 detention center to alleviate the
23 staffing problems. I think currently the
24 Prison System is understaffed by 790
25 correctional officers, and that would

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 greatly alleviate the staffing crisis,
3 particularly with the independent monitor
4 report and the federal litigation where
5 the City may be held in contempt if
6 staffing is not brought up to standards.

7 We think today we could
8 identify 500 people you could safely send
9 home. And these are not people carrying
10 guns. These are not people committing
11 violence. Bail -- they're pretrial, most
12 of them, and bail is a function of
13 poverty, and they're awaiting court.
14 They have a presumption of innocence, and
15 you could alleviate that staffing crisis
16 if all stakeholders come together, and we
17 look forward to working with Commissioner
18 Resnick.

19 COUNCILMEMBER O'ROURKE: 500
20 souls.

21 MS. HUDSON: 500 souls.

22 COUNCILMEMBER O'ROURKE: That's
23 good news.

24 Madam Chair, I heard the bell.

25 COUNCILMEMBER BASS: Well,

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 thank you. Thank you for the
3 questioning.

4 Thank you for the response.

5 That's, you know, very good news, in my
6 opinion, that if we were able to do that,
7 we would be able to send some folks home
8 who really shouldn't be there but are
9 there simply for the fact that they
10 cannot afford what the bail is, what the
11 bail has been called for, and in many
12 cases, I think that it's probably not a
13 large sum of money to most. And so I
14 thank you for bringing that to our
15 attention.

16 One of the other things I
17 wanted to ask you, though, is around the
18 Juvenile Justice Center and something
19 that came to my attention not too long
20 ago, I would say maybe the end of last
21 year or a few months before that, but the
22 idea that young folks who are being held
23 awaiting trial are not given any sort of
24 credit, time served for their waiting
25 time, and they could be held for months,

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 for years. What is your agency's role in
3 addressing that particular matter?

4 MS. HUDSON: There's a reason
5 we want to increase services. That is
6 true, that time does not count. The
7 clients who are in Texas asked to go
8 because they knew the quicker they got to
9 out-of-state placement, at least the time
10 would count. And by law, the JJSC under
11 the Juvenile Act, kids have to be able to
12 get services during placement, and the
13 JJSC is not equipped to be able to
14 provide those services.

15 I think if we invested some
16 funding to ensure that both education
17 services and other therapeutic services
18 are brought into play at the JJSC, then
19 we can address that issue through
20 litigation, through the courts, bring it
21 up to the upper courts to say the JJSC
22 actually is a facility that offers
23 treatment and rehabilitation services
24 while the children are perhaps waiting
25 for longer placement. But as it stands

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 right now, our children are not getting
3 educated. They're being held for
4 sometimes up to a year, and none of that
5 counts.

6 The other reason we're asking
7 for an education lawyer is what happens
8 when they either get out of the JJSC with
9 a pre-adjudication and they have 30 or 60
10 or 90 days of displaced education, what
11 happens when they try to go back to a
12 school district. In Philadelphia, it's
13 not pretty what happens to those youth.
14 They fall through the cracks, they become
15 truant, and then if they're of age, they
16 stop going.

17 COUNCILMEMBER BASS: Go into
18 the adult system.

19 MS. HUDSON: And what happens
20 to our children from longer term
21 placements with their education.

22 But right now our children are
23 sitting, the ones who -- and we represent
24 all the children, including on any given
25 day six to nine children who are just

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 there on dependency -- for dependency
3 reasons. But the children that we
4 represent on a variety of charges, right,
5 are not getting education or any services
6 at the moment.

7 COUNCILMEMBER BASS: Well, you
8 know, I can only say that it's outrageous
9 and the work that you all are doing is so
10 very important. I'm happy to fully
11 support your budget request, and I just
12 think that we just can't keep saying that
13 we want change, we want things to be
14 better, we want our young people to have
15 opportunities and not to address this in
16 any way, shape or form, which is what's
17 been happening for a very long time.

18 MS. HUDSON: Thank you,
19 Councilmember.

20 COUNCILMEMBER BASS:
21 Absolutely.

22 The Chair recognizes
23 Councilmember Landau.

24 COUNCILMEMBER LANDAU: Thank
25 you.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 COUNCILMEMBER BASS: You're
3 welcome.

4 COUNCILMEMBER LANDAU: I want
5 to start by echoing the words of our
6 Madam Chair right now, that the work of
7 the Defender Association is so essential
8 to what we're doing in Philadelphia. And
9 what I love, what I've been hearing from
10 you for the years I've known you and
11 through now is how much you and your team
12 are trying to break the cycles and really
13 make sure that if we can intervene now --
14 look, the folks who come to you have some
15 interaction with the criminal justice
16 system, right? And by the time they get
17 to you, that's already happening, but if
18 you do the right interventions now, that
19 you can break these cycles.

20 So as a former legal services
21 lawyer, I fully applaud the request for
22 the social workers. I know what it's
23 like where you fix a legal problem and
24 it's a Band-Aid on one piece of a larger
25 puzzle often that is broken, and the

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 social workers are the saving grace that
3 can help with the supports and have the
4 time and the energy to put towards the
5 whole. So I love this.

6 I had a couple of quick
7 questions for you about -- we already
8 talked about the salaries. We got the
9 social workers. Can you talk a little
10 bit more about the full role of the
11 social workers in the support of the
12 attorneys and how -- I like this
13 concept -- let me back up for a second.

14 You're trying to decrease
15 caseloads for the attorneys. That is
16 essential. You can't keep somebody in
17 this ring for so long, because they'll
18 burn out. But how do you also -- what's
19 the role of the social workers to support
20 them and also making sure the social
21 workers don't burn out?

22 MS. HUDSON: So right now for
23 both other youth and adult clients, it's
24 a referral model that comes from the
25 attorneys, and there's a really

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 unpleasant word that we use in public
3 defense called triage. And when you have
4 75 or 85 clients, human beings that
5 you're representing, you as the attorney,
6 you're making the determination of which
7 client to prioritize for that referral,
8 and you're going to go with the client
9 who may be presenting active
10 psychological and psychiatric symptoms or
11 the client who is deeply, deeply
12 substance addicted, but we're not going
13 to be referring and we can't and our
14 social workers cannot handle the volume
15 of every client who has that problem.

16 Right now we cannot prioritize
17 clients who are homeless for helping them
18 find housing services. We do not
19 prioritize clients for helping them find
20 a job. We just -- we do triage. It's
21 like an emergency room where we have to
22 decide who to prioritize as we're
23 preparing for court in a day or two days
24 or in a week, and sometimes our attorneys
25 get their cases the day before depending

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 on where our clients are in the system.

3 At most, maybe two weeks before for the

4 more serious cases.

5 So we're talking our attorneys
6 who are incredible doing a lot of work in
7 a very short amount of time and making a
8 very, very quick call, well, this is a
9 client I'm going to refer.

10 In terms of for our social
11 workers, they're amazing. They come to
12 our office. The starting salary for a
13 social worker is \$54,000. These are
14 social workers often with MSWs. They are
15 a portion of our population that tells
16 us, I'm not going to be here long because
17 this is not sustainable. And so we do
18 what we can to also support them in terms
19 of salaries and benefits, but also a lot
20 of training, a lot of support.

21 We just had Social Work Month
22 in March where, again, we want to
23 emphasize to them that we're invested in
24 their well-being and supporting them in
25 the work.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 I have to mention our social
3 workers in the Child Advocacy Unit who go
4 to where our clients are at. These are
5 not pretty places in the City of
6 Philadelphia, but they go to our clients'
7 homes. They build those relationships.
8 They meet our clients where they're at,
9 and sometimes it's early in the morning
10 and sometimes it's late at night, but we
11 ensure, again, that to the extent -- and
12 they do it alone, because we're not
13 staffed for people to go in pairs. So to
14 the extent that we can, we support them
15 in that work. But it is really, really
16 important work, and we are dedicated to
17 supporting the social workers on our
18 team.

19 COUNCILMEMBER LANDAU: And just
20 one thing that you haven't said that I
21 know, so I want to say it out loud, is
22 that when you have a caseload that is
23 that high on both the attorney and social
24 worker level, they're doing their prep
25 work at night and early in the morning.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 It is impossible to do it during the day.

3 So it's many, many hours.

4 MS. HUDSON: Yes.

5 COUNCILMEMBER LANDAU: Where
6 are you recruiting your new attorneys
7 from? I know that you've been working
8 very hard on increasing the diversity of
9 your attorney staff. Where are you doing
10 that?

11 MS. HUDSON: We recruit
12 primarily from the area law schools. The
13 majority of our clients come through the
14 clinical programs that we have at
15 Villanova, Temple, Penn, and Drexel, and
16 we also recruit from Rutgers. In order
17 for us to really build the diversity, we
18 have started a partnership with Howard.
19 And so we've had several attorneys in the
20 last two classes come from Howard
21 University, as well as other HBCUs around
22 the country.

23 Mr. Gillison sitting here has
24 done incredible work, along with several
25 other members of our team, Melissa

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 Singleton to name one, who goes out far
3 often into the HBCUs around the country
4 to try to build those relationships.

5 I will say again, you know,
6 it's helpful to be able to entice someone
7 to come to Philadelphia, particularly a
8 diverse candidate, if we can offer a
9 salary that is competitive with other
10 public defender agencies. As we all
11 know, I'm a broken record with this. We
12 do not get the City pension. And so our
13 ability to be able to sell "come to
14 Philly," you know, we have to be able to
15 have a comparable starting salary to
16 other agencies.

17 COUNCILMEMBER LANDAU: And one
18 last quick question if she's not going to
19 cut me off is, do I remember correctly
20 too that you have to pay all your own
21 bills?

22 MS. HUDSON: We pay -- the
23 things that we pay for include rent and
24 real estate taxes. We also pay for all
25 of our IT infrastructure. And just by

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 comparison, the Office of Information and
3 Technology spends about \$4,200 per City
4 employee. We do not get any support from
5 OIT. So every single piece of paper,
6 paper clip, stapler, laptop, all of that
7 is paid out of our base budget. And so
8 in those two areas, rent, technology and
9 of course the pension, are things that we
10 are not getting funding from the City to
11 support.

12 COUNCILMEMBER LANDAU: Well,
13 I'm your biggest fan, so you got me
14 already.

15 MS. HUDSON: Thank you,
16 Commissioner Landau. City Council Jones
17 might fight you for that.

18 COUNCILMEMBER BASS: Thank you.

19 MS. HUDSON: Thank you for your
20 support.

21 COUNCILMEMBER BASS: Thank you,
22 Councilwoman.

23 A couple of questions really
24 quickly, particularly around young folks.
25 As you talked a moment ago about the idea

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 of them being sort of in this pipeline
3 and what happens, they're sitting,
4 they're waiting, and they may be aged out
5 and then next thing you know they're up
6 at SCI Phoenix because they've gone
7 through the process and then they're sent
8 to SCI Phoenix.

9 One of the proposals I think
10 from the Commonwealth is to build a
11 juvenile facility at SCI Phoenix, which I
12 find incredibly disturbing, because it
13 sort of gives -- it sends a few messages,
14 this is where you're going to be anyway,
15 this is where you're going in the future,
16 this is your future.

17 And so I'm just wondering -- I
18 know it's not directly something that you
19 all have advocated against, but I'm just
20 wondering, I would like to hear your
21 thoughts on that matter.

22 MS. HUDSON: So we do represent
23 youth, a significant amount of youth, who
24 are what we call direct file juveniles.
25 They are charged as adults, and we have

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 to go through a process called
3 decertification where they may be
4 decertified back to Family Court. And
5 these are the children that you read
6 about in the news.

7 I would submit here that every
8 one of our child clients is worthy of an
9 investment and a trauma-informed
10 investment, but right now we would need
11 to make a significant investment in the
12 facilities that are in Philadelphia or as
13 close to Philadelphia as possible. The
14 facilities throughout PA will not say it
15 directly, but they don't want
16 Philadelphia children and they don't want
17 Philadelphia children because they're
18 Black. And so -- and they're staffed by
19 almost predominantly all white staff
20 members. So the experience of our youth
21 there, which is why so many of these
22 placements were closed, was deplorable,
23 and many members of this body know about
24 that treatment.

25 COUNCILMEMBER BASS: Yes.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 MS. HUDSON: So we need to make
3 the investment to build facilities and
4 places where my client who is convicted
5 of a car jacking or my client who is
6 convicted of a gun offense is going to be
7 placed, but can we emphasize placing them
8 closer to home with people who perhaps
9 look like them and/or are trained to be
10 able to address their needs. And right
11 now I do agree that the facility on State
12 Road is, I think, from a trauma
13 perspective, is not optimal, but it's
14 closer than Texas for that population.

15 COUNCILMEMBER BASS: Right.

16 MS. HUDSON: We can at least
17 see them more often and their families
18 can see them more often, but it's not the
19 solution that we would advocate for.

20 COUNCILMEMBER BASS: Got you.
21 Got you.

22 No City pension and no OIT
23 support.

24 MS. HUDSON: Correct.

25 COUNCILMEMBER BASS: What does

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 this investment do to address either of
3 those issues, if at all?

4 MS. HUDSON: So the last page
5 of the slide presentation I believe are
6 our infrastructure ask. This budget
7 cycle is \$685,000, and that would include
8 making sure everyone has a laptop and a
9 desktop and subscription to evidence.com,
10 which is \$185,000. That's the way
11 discovery come to us. And so that would
12 be remarkable to get that support from
13 OIT. So that line item ask is 685,000 of
14 the 15 million.

15 COUNCILMEMBER BASS: Thank you.

16 MS. HUDSON: Thank you,
17 Councilmember.

18 COUNCILMEMBER BASS: The Chair
19 recognizes Councilmember Ahmad.

20 COUNCILMEMBER AHMAD: Thank
21 you, Madam Chair.

22 Good afternoon.

23 MS. HUDSON: Good afternoon.

24 COUNCILMEMBER AHMAD: Your role
25 is enshrined in our constitution.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 MS. HUDSON: Yes. We're the
3 only constitutionally required lawyers.

4 COUNCILMEMBER AHMAD: That's
5 right. So given that, why is there a
6 disparity between the DAO's Office and
7 you?

8 MS. HUDSON: There is --
9 there's an expert at NYU who has done a
10 study that shows that the United States
11 currently is investing \$6 billion in
12 public defense agencies, but the actual
13 investment needs to be 21 billion. So we
14 are not alone when you look at public
15 defender offices throughout the state and
16 throughout the country. We are typically
17 underfunded and underresourced and are
18 out of parity with the District
19 Attorney's Office. And I will dare say
20 it's because of who we represent.

21 This body has been bold and
22 very supportive of the Defender's
23 Association of the clients that we
24 represent and has been supportive of our
25 budget asks, but we do still at the

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 Defender Association, we have some way to
3 go, and that is no different from every
4 other public defense agency in this
5 nation.

6 COUNCILMEMBER AHMAD: So I
7 think Philadelphia should take the lead
8 and ensure that you don't have to keep
9 begging every --

10 MS. HUDSON: That would be
11 great.

12 COUNCILMEMBER AHMAD: -- year.

13 But I also wanted to ask the
14 MacArthur grant funding was zeroed out
15 for positions in the Defender's Office
16 but maintained in the City in other
17 programs. What is that about? Did we
18 read this right, that there was a
19 MacArthur grant that was funding some
20 positions in your office?

21 MS. HUDSON: Yes. And I'm
22 actually going to turn that over to Sarah
23 Allen, who was integral in getting and in
24 the working group for the MacArthur
25 grant.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 COUNCILMEMBER AHMAD: Yeah.

3 MS. ALLEN: Yeah. We still
4 have, I believe -- I believe we still
5 have four positions that are MacArthur
6 grant funded, our bail advocate program,
7 which I believe the study showed was the
8 only MacArthur initiative that reduced
9 racial disparities. We have continued to
10 use MacArthur funds to staff those
11 positions.

12 COUNCILMEMBER AHMAD: Okay.
13 And when you speak about social workers,
14 do you also have room for behavioral
15 therapists or mental health care in a
16 more focused manner than just social
17 workers in your budget?

18 MS. HUDSON: We do have a
19 budget for if we want to bring on
20 experts, but that, again, given the
21 budget are for cases where we may need to
22 have our client evaluated, for example,
23 by a psychologist or a neuropsychologist
24 and to run a full battery of
25 neuropsychological testing because we

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 want to show that they are incompetent
3 and they cannot proceed to trial. So we
4 prioritize experts. We don't have anyone
5 inhouse, but we prioritize retaining
6 experts on those types of cases where we
7 know that our client either isn't
8 competent or is so severely mentally ill
9 they will never retain competency and
10 then they may be housed at State Road or
11 they may be housed at Norristown or more
12 likely one of our state facilities.

13 COUNCILMEMBER AHMAD: Do you
14 have a relationship with DBH in terms of
15 providing that without sort of an
16 in-house kind of support? Even if
17 somebody -- it's more of a behavioral
18 therapy in order to level out the
19 cortisol levels in your clients in order
20 for them to make better choices and be
21 much more present in their own defense,
22 and it is very hard to do that when you
23 are under severe stress and you're
24 traumatized. And so I'm thinking of how
25 are DBH, which has a very big budget

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 reimbursed by the federal government and
3 because you're enshrined in our
4 constitution, I believe it's the federal
5 government's duty to make sure you get
6 sufficient support in order for competent
7 defense for anybody in this justice
8 system. So I don't know if you have
9 explored that. So that's one.

10 And two is sort of the
11 diversionary part of your work, which is
12 sort of pretrial, what is your engagement
13 there? What does that look like?

14 MS. HUDSON: So we have social
15 workers with their master's, social
16 workers who have done clinical hours.
17 Again, the volume of our work is too much
18 for them to be, you know, at this moment
19 assigned to a particular client and/or to
20 have any kind of treatment modality or
21 treatment relationship with that client.
22 That's not -- I think that that would be
23 a utopia for any public defender office,
24 and right now we are so far beyond or
25 below that kind of mechanism or that

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 design.

3 So we have experienced social
4 workers who work with clients who do
5 crisis intervention. They're trained in
6 crisis intervention. And if you go into
7 any mental health courtroom, we have
8 mental health courts at the CJC, and you
9 will see our clients and how they present
10 and you'll watch a public defender,
11 social worker, and our lawyers be able to
12 intervene with our clients and be able to
13 kind of help them and advocate for them
14 in that moment. But right now ensuring
15 that we're working with the courts and
16 the DAO and other stakeholders to make
17 sure they're getting treatments or
18 they're getting their medication, it's
19 appropriate medication, that they're
20 getting treated for that underlying
21 mental illness is something that, again,
22 our social workers and our attorneys do,
23 but as I mentioned before, the need is
24 great for that population as well.

25 COUNCILMEMBER AHMAD: So in

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 other words, your intervention,
3 diversionary intervention, is really
4 after they've already been arrested?

5 MS. HUDSON: Yes.

6 COUNCILMEMBER AHMAD: So
7 there's no role you play pre to this --

8 MS. HUDSON: No.

9 COUNCILMEMBER AHMAD: -- in
10 sort of a global way?

11 MS. HUDSON: On diversion, we
12 are, again -- if someone who has been
13 arrested, that's when we come in. We
14 don't see the pretrial world.

15 COUNCILMEMBER AHMAD: And the
16 lack of pension, is that a decision that
17 was made by whom?

18 MS. HUDSON: I don't know, but
19 I will tell you and others on Council
20 will tell you that it has been explored
21 and we have talked to the Managing
22 Director's Office in the past, not the
23 current, and the Law Department, and it's
24 an issue that I don't know that we are
25 going to be able to be part of the City's

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 pension plan, although we would love to
3 be.

4 COUNCILMEMBER AHMAD: It's
5 deeply unfair.

6 Anyway, thank you, Madam Chair.

7 Thank you for your testimony.

8 MS. HUDSON: Thank you,
9 Councilmember.

10 COUNCILMEMBER AHMAD: You know
11 where I stand.

12 COUNCILMEMBER BASS: Thank you,
13 Council Lady.

14 The Chair recognizes Councilman
15 Jones.

16 COUNCILMEMBER JONES: Thank
17 you, Madam Chair.

18 COUNCILMEMBER BASS: You're
19 very welcome.

20 COUNCILMEMBER JONES: Truly
21 appreciate it.

22 COUNCILMEMBER BASS: No
23 problem.

24 COUNCILMEMBER JONES: First of
25 all, I owe you and your organization,

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 your team a thank you. Early on when we
3 did the 100 Shooter Review, it was your
4 department, your intellectual property
5 that showed us the way that if you don't
6 deal with early intervention, you will
7 see these same individuals matriculate
8 through the justice system to be the
9 adult and "defendant, please rise." And
10 until you kind of showed that
11 correlation, it wasn't clear as it is
12 today.

13 Secondly, anything I'm about to
14 say that is wrong, it is Everett
15 Gillison's fault, because he showed me --
16 I wanted nothing to do with public safety
17 until he kind of trail-blazed his way
18 through CJAB and through the Realtime
19 Crime Center and other things. So what
20 I'm about to say does not reflect the
21 opinions of management, but I was always
22 told that if 17 people agree on
23 everything, 16 of them probably aren't
24 necessary.

25 So I want to gently push back

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 on behalf of Samere Jones of Simpson
3 Street, on behalf of the young man that
4 was 12 years old that was found in a
5 dumpster dead right outside of my
6 district. It was in Jamie Gauthier's
7 district actually. That realizes that
8 some of our shooters are getting younger.
9 A lot of our victims are getting younger,
10 and we have to kind of delineate between
11 a kid that's having a bad day and a bad
12 kid, and we have to kind of -- I've had
13 people come in my office and literally
14 say to me, if you don't get my son
15 arrested, he's going to kill somebody or
16 get killed, and he needs to sit down a
17 minute to collect himself.

18 Studies show that sometimes,
19 you know, the brain isn't fully developed
20 until they're 24, and you were nice
21 enough in our pre-meetings when I raised
22 the stupid remedy, you were kind enough
23 to say, well, maybe you might want to --
24 you said it diplomatically, so I thank
25 you for that.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 But I'm speaking up for a
3 growing course of parents that are
4 frustrated with what they perceive to be,
5 because crime has gone down, but a sense
6 of juvenile kind of aggression and
7 lawlessness that is occurring. I think
8 if you're going to -- I agree with my
9 colleague that said we need to increase
10 the number of social workers. I'll
11 double down on that and to be able to
12 intervene earlier, because the kid that
13 gets kicked out of class, the kid that
14 gets picked up for curfew, the kid that
15 winds up in truancy, that's the kid who
16 is raising their hands saying, at some
17 point if I don't get some help, I'm going
18 to be a problem.

19 So we agree on that aspect of
20 it. Where I draw the line is for the kid
21 that picks up that gun and for the kid
22 that commits car jacking or the kid -- we
23 need to intervene in a firm parenting way
24 that, look, we're going to sit you down
25 for a few and hopefully while you're in

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 the facility they're building up next to
3 SCI Phoenix -- my colleague and I went up
4 and toured the facility -- that they are
5 getting treatment, that they're getting
6 programs that change them for the better
7 and not being put in gladiator school but
8 being put in a school that helps them see
9 the world differently.

10 And so some of my best
11 friends -- the only person in here that
12 probably has as much street cred is Jimmy
13 Harrity. His graffiti is still up in
14 some neighborhoods that I represent, but
15 some of the guys that went through your
16 system came out to be responsible adults.

17 When we closed Glen Mills, some
18 of those young men that came through that
19 actually wound up being the bus drivers,
20 the civil service workers that are now
21 contributing members of society.

22 So although I support my
23 colleagues that are -- Council has gotten
24 a little more, I want to say, to the
25 left, there you go, I was trying to be --

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 but everybody ain't to the left here.
3 And I don't consider myself hard core
4 even though I get it from you, but I want
5 that balance so that our young people
6 understand there are consequences to your
7 actions, because left unto their own
8 devices, I'm going to too many genazes
9 (ph), too many funerals. And, you know,
10 once a kid gets himself together, yeah,
11 that's good, but that other kid, that
12 other young person, that's forever.

13 So I just wanted to say for the
14 record -- don't hate me, colleagues, but
15 there is a differing opinion on how we
16 should approach our young people. Parent
17 accountability also is one. And so I
18 said that. You nodded in the appropriate
19 places. You didn't --

20 MS. HUDSON: Really, really
21 quick response. I would challenge the
22 description. I don't believe that there
23 are bad kids. I have been a public
24 defender for 22 years. I did that
25 penalty work for ten of those years. We

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 do something called mitigation history
3 where we go back three generations in the
4 death penalty world, and you will see the
5 strains and the impact of drug abuse,
6 which is a genetic and goes through the
7 family for generations. There are always
8 two or three generations back of drug
9 abuse, physical abuse, sexual abuse, all
10 those. We put a red dot in three
11 generations looking back to why our
12 client is now on death row, and you see
13 those trends three generations back.

14 In public defense, we don't
15 have the luxury of every client saying,
16 well, let's look at your history, but I
17 would want to sit down in a room with
18 those parents, I would want to pull out
19 the adverse childhood experiences form.
20 It's a ten-question form, say mom and
21 dad, fill out the ACEs score.

22 I personally am a seven on the
23 ACEs score, but it's out of ten. And the
24 higher your ACEs score, the more you are
25 likely to be entangled not just in the

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 criminal justice system but have poorer
3 health outcomes. And the majority of my
4 clients on death row, I represented the
5 30 clients, had an eight or above, eight
6 out of ten on that adverse childhood
7 experiences. But not just them; mom,
8 dad, grandmother, great-grandmother did
9 way before they came to us.

10 So when we're talking about
11 interventions, I would say, mom, I know
12 you want your child out of the house, but
13 let's really talk about what's going on
14 with you and what's going on with who is
15 in the home with the child and what can
16 we offer to support and help you get the
17 support you need to better be able to
18 parent.

19 A lot of the family members for
20 our youth particularly were never
21 parented, never given any sort of love or
22 affection, and it was not because their
23 parents couldn't. Their parents didn't
24 know how, because they themselves did not
25 get that example or model of love and

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 affection and they can't parent their
3 children, and that's why we have the
4 children we have.

5 But none of them are bad.

6 They're all wonderful, beautiful
7 children. I believe that, and I believe
8 they're all saveable, and with proper
9 interventions, they are all saveable.

10 COUNCILMEMBER JONES: And
11 that's why I'm so glad you're the
12 Defender. There's a certain wiring that
13 comes with that, but I today rise to
14 speak on behalf of the victims' parents.
15 They deserve a voice too. They deserve
16 safety.

17 When I was coming up under --
18 and I'm going to end on this, Madam
19 Chair -- that if you grew up in
20 Wynnefield -- oh, Mr. President.

21 When you grow up in Wynnefield,
22 there was a family, a family, and I won't
23 name their names, but anybody who grew up
24 in Wynnefield knows the family I speak,
25 that I -- they were -- I don't know if

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 you believe in genetics or environment.

3 MS. HUDSON: Oh, I do.

4 Genetics is part of it, right? Bipolar
5 disorder, for example, if you have
6 bipolar and you look through the mother's
7 genes, it comes down through the mom
8 generations.

9 COUNCILMEMBER JONES: So this
10 family was famous or infamous, right, so
11 much so that when I told my daughter when
12 she started dating, if you bring one of
13 them home, it's a problem.

14 And all I'm saying is that I
15 just want to make sure that as we move
16 more to the left of our thinking and
17 restorative justice, I was all a part of
18 that, that we don't forget the victims of
19 the people that can't be redeemed by this
20 endeavor. They just lost a kid. And so
21 it's on the record.

22 Thank you, Mr. President.

23 COUNCIL PRESIDENT JOHNSON:

24 Thank you.

25 I just think, you know, it

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 takes a comprehensive approach. I'm
3 empathetic to what Councilman Jones -- I
4 understand where he's speaking from,
5 right? Everybody has their own different
6 life's experience. I know his life
7 experience. I know my life experience.
8 In terms of like we both really grew up
9 in the mix of an environment, right,
10 where there could be a variety of
11 different factors of why people take
12 different paths, but being mindful of --
13 we want to support people comprehensively
14 and also be mindful that -- like my
15 experience is similar. I got friends.
16 One of my guys from St. Gabe's, all-star
17 at Maryland for playing Maryland Eastern
18 Shore, right, and I know we went to the
19 left and said, well, let's close down all
20 these facilities for juveniles, right,
21 because the data shows being not in the
22 house -- this is what they told me in a
23 meeting I had. The data shows not being
24 in a home isn't going to have an impact
25 on if that person rehabilitates, if I'm

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 saying it correctly. However, a lot of
3 times we're asking young people to
4 rehabilitate in an environment, right,
5 where they're surrounded by nothing but
6 death and destruction. And as
7 professionals, right, and most of us
8 probably middle class, right, don't even
9 live in these -- no. I'm just saying
10 just in general, right? So you're asking
11 a person that's living around death and
12 destruction to rehabilitate themselves in
13 an environment that's filled with death
14 and destruction.

15 And peer pressure is real,
16 right? You turn on social media and day
17 in and day out, always see -- if you go
18 on Philly ScoopHall. I'm an elected
19 official. I stay on Philly ScoopHall and
20 I'll see every homicide, every shooting
21 that takes place in the City of
22 Philadelphia. And I just browse through
23 it, right? And our young people are
24 feeding into this every single day,
25 right? And so now it comes from an era

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 where I grew up, it was about getting
3 girls and you had, you know, the guys
4 doing the drugs, but now it's about just
5 guns. They ain't even try to go to
6 party. I don't think they have an after
7 midnight. I don't think they have spaces
8 for them to enjoy themselves.

9 However, with all that being
10 said, right --

11 COUNCILMEMBER JONES: Just for
12 the record, Mr. President, I support your
13 budget. We all good.

14 COUNCIL PRESIDENT JOHNSON: We
15 already know you support the budget.

16 MS. HUDSON: Thank you,
17 Councilmember.

18 COUNCIL PRESIDENT JOHNSON: You
19 got them more money last time in the
20 mid-year transfer.

21 COUNCILMEMBER JONES: Yeah.
22 I'm with you.

23 MS. HUDSON: Thank you.

24 COUNCIL PRESIDENT JOHNSON: I
25 was just thinking about the approach, but

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 I'm with comprehensive. Know my story.
3 I'm not ashamed to say my judge name was
4 Reynolds, right? Probation, right?
5 First time gun charge. What do you want
6 to do with your life? Didn't have to --
7 I had the experience going down Youth
8 Study Center in the van in the evening,
9 right? I know with the cold cheese
10 sandwich and the tea, that experience,
11 right?

12 However, though, however, I
13 would not be the first African American
14 to represent the Second Councilmanic
15 District, I would not be a former State
16 Representative, I would not be a member
17 of City Council as the Council President,
18 I would not be a graduate from the
19 University of Pennsylvania, I will not be
20 a graduate of Mansfield University had I
21 not seen other individuals invest in me.
22 And that's coming from a household that
23 had challenges, but there were other
24 people who saw some things in me that I
25 didn't necessarily see and say, hey, you

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 know what, young man, you can do a little
3 better. You can make better decisions
4 with your life.

5 And so I do understand when
6 you're saying, well, when that mom say
7 come and take my child, well, hold up,
8 let's see what's going on inside the
9 household, why are they acting this way,
10 who are they hanging around. And so I do
11 understand taking that comprehensive
12 approach.

13 And also we deal with a lot of
14 mothers, though. When I look that mom in
15 the face, you not having Christmas or
16 celebrating Ramadan with your son or your
17 daughter and have to look them in the
18 eyeballs and try to figure out how to get
19 them some level of consoling. But that's
20 why we do the hard work. That's why we
21 all wrap our arms around trying to
22 address this issue.

23 I'm going to release my time,
24 because I talked a little bit, but it's a
25 very, very critically important issue.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 It's about saving our young people and
3 making sure that they have an
4 opportunity, such as myself and Curtis
5 Jones, similar background, and Jim.
6 We're not like choir boys growing up, but
7 through the grace of God, we had a chance
8 to like do some things differently on the
9 right path.

10 The Chair recognizes
11 Councilmember Jim Harrity.

12 COUNCILMEMBER HARRITY: Thank
13 you, Council President.

14 Hello. How are you?

15 MS. HUDSON: Good afternoon,
16 Councilmember.

17 COUNCILMEMBER HARRITY: You
18 know, I agree. I too had a lot of issues
19 when I was a young man and got a lot of
20 different chances from different people,
21 the court system, public defender. So I
22 get it, you know, but I also get what
23 Councilman Jones was trying to say, that
24 the harsh reality is that things happen
25 and kids in neighborhoods like mine, they

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 grow up pretty quick. While their age
3 may say that they're a kid, their actions
4 do not.

5 But that being said, why are
6 you asking for a housing navigator, so
7 that I can just get my head around that?
8 And what would they do, and why is your
9 office the place to house them?

10 And then just so we can just
11 get right through, the other question is
12 how have you been working with the
13 community and can you talk about some of
14 the stuff you've been doing in that
15 aspect?

16 MS. HUDSON: So we're asking
17 for a housing navigator to primarily work
18 with our Dependency Unit, because our
19 older youth who age out of dependency,
20 whether they age out at 18 or 21, the
21 planning for them to transition out of
22 DHS I believe begins 30 days before they
23 have aged out of the system. That
24 planning, that transitional planning,
25 begins in 30 days.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 So what we've started to see is
3 that our dependent youth coming through
4 that system once they age out
5 unfortunately become part of the homeless
6 population, because we need so much
7 longer than 30 days to find someone a
8 rental property. You have to understand,
9 our clients are not as savvy as we may
10 think they should be in terms of
11 navigating a lease, what's in a lease
12 agreement, what their rights are,
13 accessing public benefits or public
14 housing. Our clients do not have the
15 capability to do that, so --

16 COUNCILMEMBER HARRITY: So
17 these are people aging out of the system?

18 MS. HUDSON: Both navigators
19 will be for our youth practice units to
20 focus on older youth that we represent in
21 those systems to make sure they have
22 housing resources and they have some
23 place to live when they're coming out of
24 both the dependency and delinquency
25 system.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 COUNCILMEMBER HARRITY: So
3 these are foster kids; is that what it
4 is?

5 MS. HUDSON: No. They can be
6 peer in terms of people who have been
7 through the sytem, but it really is to
8 navigate the bureaucracy and to help them
9 understand how to connect to housing
10 resources and get placed into stable
11 housing and access public housing or
12 stabile rental and/or other affordable
13 housing opportunities.

14 COUNCILMEMBER HARRITY: Okay.
15 So these would be people that are in the
16 system, the actual justice system?

17 MS. HUDSON: They could be.
18 They could be. And we're very, very
19 proud that we are a major employer of
20 people who have been through both the
21 dependency and the youth and adult
22 system, that we are an employer. We
23 believe in that second chance or for many
24 people we would term it first chance to
25 get them employed in our organization,

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 and we do that. So they can be people
3 who know the system already, and actually
4 that would be preferable if they already
5 know how to navigate or they themselves
6 have navigated that system and are a
7 success story for how to work with our
8 clients to get access to those systems.

9 COUNCILMEMBER HARRITY: Okay.
10 And then how have you been working in the
11 community and what can you tell us about
12 your community partners?

13 MS. HUDSON: Yes. We're very
14 proud to be part of a reentry coalition
15 that meets every other month. It is
16 several dozen community agencies that
17 come to our office. They send
18 representatives to our office to talk
19 about ways that we can help our youth and
20 adults, primarily women. We're seeing a
21 very high population of women, many of
22 them mothers, who need not just housing
23 but also access to childcare resources
24 and training and employment
25 opportunities. And so we partner with

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 groups like Why Not Prosper. We partner
3 with Mothers in Charge. We have
4 partnerships with several organizations,
5 again, where we can say we have clients
6 who need a house and/or a job and/or a
7 mom who needs childcare while she's going
8 through trying to find employment. And
9 so we partner with those organizations.

10 Last year, we did nearly 12,000
11 expungements. And so we run expungement
12 clinics throughout the year where we work
13 with clients to get their records
14 expunged so that they can get
15 opportunities to those employment and
16 housing, quite frankly.

17 COUNCILMEMBER HARRITY: That's
18 good.

19 Just for the record, I believe
20 in second chances. I believe that when a
21 child first gets into the system, we
22 should do everything that is possible in
23 our power in order to try to guide that
24 child to another path, but sometimes
25 we're going to have to come to the

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 realization that some can't be saved.

3 MS. HUDSON: And, again, I beg
4 to disagree. I think they can be with
5 the robust investments. We have to be
6 able to be bold, and this body has been,
7 to make those investments. And I do say
8 that I have never had an older client who
9 once they got to 35 and 40 and 45 and 50,
10 that was the same person who did that
11 crime at 18 or 23 or 25. I have zero
12 clients, because we mature, we have
13 remorse, we have regret, we've learned.
14 Our clients have had time to reflect.
15 They've had time to reach out sometimes
16 through victim advocacy work to apologize
17 through restorative justice.

18 COUNCILMEMBER HARRITY: Well,
19 that's because they went through the
20 system.

21 MS. HUDSON: They went through
22 the system.

23 COUNCILMEMBER HARRITY: And
24 they grew up because of the experiences
25 they had that made them grow up in that

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 system.

3 I'm not saying that, you know,
4 there's -- all I'm saying is there are
5 people that when they pick up a gun and
6 they shoot three, four people, that's no
7 longer a kid. They made an adult
8 decision, and they're going to have to
9 deal with that.

10 Now, they go, they do their
11 time, they come out, that's all -- I'm
12 all for that, helping them once they get
13 to their thing, but the bottom line is if
14 somebody is killing somebody else, they
15 need to be punished for that crime.

16 MS. HUDSON: I could respond,
17 but I think I've responded enough. I
18 think I've said enough. Thank you,
19 Councilmember. Thank you, Councilmember,
20 and thanks for your support.

21 COUNCIL PRESIDENT JOHNSON: So
22 I think the spirit is, at least from my
23 perspective, and I see it both ways, you
24 know, we want to err on the side of
25 trying to save as many as possible.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 MS. HUDSON: Correct.

3 COUNCIL PRESIDENT JOHNSON:

4 Right? Because we also recognize,
5 particularly in Black neighborhoods --

6 MS. HUDSON: We cannot be
7 content --

8 COUNCIL PRESIDENT JOHNSON: --
9 and brown -- let me finish. There's been
10 a lot of disinvestment for years, and as
11 a result, a lot of children make poor
12 decisions.

13 And then I want to also break
14 down this misnomer that every kid that
15 pulls a trigger comes from a bad family.
16 It's not true. I know we had a different
17 war in South Philadelphia. Some of these
18 kids was in college. They were college
19 kids. Get the best they can from their
20 parents, but decided to get caught up in
21 the street life.

22 We could have this whole
23 conversation at another time, but Member
24 Harrity, anything else you have to say
25 before I wrap up with Councilmember

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 O'Rourke?

3 COUNCILMEMBER HARRITY: No.

4 I'm supportive too of your budget.

5 MS. HUDSON: Thank you. Thank
6 you very much. We appreciate that
7 support. Thank you.

8 COUNCIL PRESIDENT JOHNSON: I
9 will say one aspect. I think a lot of
10 kids, though, when they engage in these
11 acts, you should be held accountable, but
12 I don't think that all of them that
13 engage in the acts -- and I've seen this
14 from talking to them sometimes after the
15 fact. It shouldn't be after the fact,
16 but the remorse and really recognizing
17 what you have done.

18 And then we have a big drug
19 issue amongst the youth. Most of them
20 pull the trigger on wet, which is
21 embalming fluid. Most of them pull the
22 trigger on Percs and Xanies, and then as
23 soon as they get down the homicide room,
24 they crying and they tell them. They try
25 and cop a deal, because what they just

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 did, they kind of realized they were
3 acting off emotions, which is a whole
4 other conversation.

5 But we continue to look forward
6 working with you. I'm going to turn it
7 over to Councilmember O'Rourke.

8 MS. HUDSON: Thank you,
9 Councilmember.

10 COUNCILMEMBER O'ROURKE: Thank
11 you, Council President.

12 And excuse my ignorance. Law
13 is not here to testify today, correct?

14 MS. HUDSON: Law is here.

15 COUNCILMEMBER O'ROURKE: They
16 are here?

17 COUNCIL PRESIDENT JOHNSON:
18 Yeah. We still have one more department.

19 COUNCILMEMBER O'ROURKE: Got
20 you. Understood. I'll get to them later
21 then. I just had the one.

22 First of all, I didn't say this
23 earlier. Sixty years of Wawa. So free
24 coffee, I think folks know, today, as of
25 today. I also heard through a text

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 message from one of my folks that Ben &
3 Jerry's is giving out free cones, for
4 those that are interested.

5 I'm saying all this to say
6 happy 90 years --

7 MS. HUDSON: Correct.

8 COUNCILMEMBER O'ROURKE: -- to
9 the Defender's Association recently.

10 MS. HUDSON: Thank you. Thank
11 you, Councilmember. Thank you.

12 - - -

13 (Applause.)

14 - - -

15 COUNCILMEMBER O'ROURKE: I am
16 curious about the different support staff
17 that the Defenders actually employs. Can
18 you tell us more about the peer advocates
19 and the CAU specifically and how are you
20 trying to bring this practice to other
21 youth units? And if there's time, I'd
22 love to know about the Partners for
23 Justice team.

24 MS. HUDSON: Yes. And it was
25 with support of our budget allocation

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 last year and with support of DHS that we
3 were able to bring on four peer
4 advocates. They started three weeks ago.
5 These are all older -- well, younger
6 adults who have all been through the
7 dependency system. So we think that for
8 the Dependency Unit bolstering our
9 interdisciplinary model where it's a
10 lawyer, a social worker, and now a peer
11 advocate to focus on the older youth in
12 their representation will achieve better
13 outcomes, and that's a model that other
14 dependency units across the country have
15 and it's a model that works remarkably
16 well.

17 So it's four peer mentors or
18 peer advocates, and we are excited that
19 they're finally on board, and we want to
20 thank Council and DHS for supporting that
21 endeavor.

22 And your second question,
23 Partners for Justice?

24 COUNCILMEMBER O'ROURKE: Yeah,
25 Partners for Justice.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 MS. HUDSON: Again, it was
3 through City Council's support last
4 budget cycle. We are -- we have three
5 client advocates through Partners for
6 Justice. Partners for Justice is a
7 national organization that works with
8 defender organizations and places client
9 advocates in those organizations, and
10 what those client advocates do and what
11 the data has already showed for us and
12 shows nationally with their partnerships
13 is that if you pair a client advocate or
14 a social worker doing case management
15 with a client and they are with that
16 client for the entirety of their justice
17 system involvement, that their outcomes
18 are much better and recidivism rates are
19 lower.

20 So our client advocates do
21 everything from let me try to find you
22 housing to let me get you furniture
23 because you have no money for furniture,
24 let me help you make sure you have access
25 to transportation to get to your job

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 interviews, let's work on writing your
3 resume, this is how you do a job
4 interview. They literally are just with
5 our clients at every step of the way, and
6 the outcomes are much different for
7 clients at the end of it.

8 So the model we're trying to
9 have with our social workers is to do
10 more like that where they're able to be
11 paired with, starting with youth, to do
12 all the things that we think our clients
13 will need to thrive in society.

14 COUNCILMEMBER O'ROURKE: Well,
15 thank you very much for that. Again,
16 thank you for the work that you all do.

17 MS. HUDSON: Thank you.

18 COUNCILMEMBER O'ROURKE: It's
19 crucial to bringing about justice in our
20 city, and so grateful for, again, your
21 advocacy and the work that you do at the
22 Defender's Association.

23 MS. HUDSON: Thank you.

24 COUNCILMEMBER O'ROURKE: Bless
25 you.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 MS. HUDSON: We appreciate your
3 support, Councilmember.

4 COUNCIL PRESIDENT JOHNSON:
5 Councilmember Young.

6 COUNCILMEMBER YOUNG: Thank
7 you, Mr. President, and good afternoon.

8 MS. HUDSON: Good afternoon.

9 COUNCILMEMBER YOUNG: Could
10 you --

11 COUNCIL PRESIDENT JOHNSON:
12 This is the one who asked about -- he
13 wanted to make sure Defender's
14 Association was okay.

15 Go ahead, sir.

16 COUNCILMEMBER YOUNG: Could
17 you, I guess, just talk to us a little
18 bit about the demographics of the
19 attorneys that are at the office and
20 particularly the class that you say is 26
21 attorneys coming in in the fall class.
22 Can you tell us the demographics of that
23 class and the overall makeup of the
24 office?

25 MS. HUDSON: Yes. And I'm

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 proud to say that since I've been Chief
3 Defender and since we have been much more
4 intentional and aggressive, again with
5 Mr. Gillison's help, in trying to recruit
6 a diverse staff, for our fall class of
7 2023 we set a goal of 50 percent
8 diversity. We wanted at least 50 percent
9 of the 20 attorneys in the fall of 2023
10 to be Black and brown attorneys. We set
11 a goal of 70 percent for this incoming
12 class in the fall of 2024, and we have
13 reached that goal. So 70 percent of the
14 20 attorneys -- actually, 70 percent of
15 the 26 attorneys for both criminal and
16 our dependency side are attorneys of
17 color.

18 And, again, we're trying to do
19 everything that we can to increase our
20 recruitment, but on the other hand, we
21 need to retain the staff, the diverse
22 staff, that we are bringing in.

23 So we are meeting the goals
24 that we are setting. It's now making
25 sure we can keep them.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 COUNCILMEMBER YOUNG: So I've
3 been getting mixed, I guess, information
4 from folks who were prior public
5 defenders than the information that we've
6 been -- that you and I have talked about.
7 So can you tell us what are some of the
8 challenges with the retention,
9 particularly with the attorneys of color?

10 MS. HUDSON: I think part of
11 the challenges regarding retention have
12 to do with salary. I think they also
13 have to do -- when you ask -- and this is
14 something I did when I started. I pulled
15 all the exit interviews for every diverse
16 public defender who left in the previous
17 five years, and I read all of them to see
18 why were they leaving, and the
19 predominant -- the three reasons why
20 people were leaving had to do with
21 salary, it had to do with benefits, it
22 had to do with lack of kind of the
23 ability to advance in terms of if they
24 wanted to be in a supervisory role or a
25 managerial role, and it was regarding

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 whether or not they felt that there was
3 enough priority and support on DEI and
4 equity issues in the organization.

5 And so prioritizing putting --
6 what I've done in my time here is to put
7 in a distinct role for diversity, equity
8 and inclusion and to put people in that
9 role to not only take part in the
10 diversity recruitment, but also to ensure
11 that our predominantly white attorney
12 staff is working with and collaborating
13 with and understanding and are culturally
14 competent with our client population but
15 also with their colleagues.

16 COUNCILMEMBER YOUNG: Do you
17 provide any cultural training for any new
18 attorneys that are coming on board at the
19 Defender Association?

20 MS. HUDSON: We do. Again,
21 since I've been Chief Defender, we make
22 sure that that is part of the incoming
23 fall class's training. We are very proud
24 of our training program. We start off
25 with a five-week training before our

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 attorneys go into courtrooms, and
3 diversity, equity and inclusion is part
4 of that five-week training.

5 We also, as I said before, have
6 someone in that role, but we also --
7 right now we're doing a mandatory LGBTQ
8 training for all staff. That's
9 mandatory, and that's something we've
10 been doing every year, as well as
11 ensuring, again, that our attorneys of
12 all races and backgrounds understand the
13 issues and the Philadelphia issues.

14 One thing we have changed is
15 for attorneys who have not studied in
16 Philadelphia, understand Philadelphia.
17 So what does the MOVE bombing mean and
18 some of the areas where our clients are
19 coming from and they live -- and the
20 impact of redlining, for example, that
21 our attorneys who are not from
22 Philadelphia understand Philadelphia and
23 that when our clients say West Philly or
24 South Philly or North Philly, what are
25 you talking about and what does that have

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 to do with who that client is that you're
3 looking at and that you're representing.

4 So we ensure that, again, our
5 attorneys are trained on -- all our staff
6 are trained on those issues.

7 COUNCILMEMBER YOUNG: I have
8 one more question, Mr. President, if you
9 don't mind. Thank you, sir.

10 Can you talk to us about the
11 issue that pertains -- that your office
12 experiences when there is conflict
13 counsel appointed for some of the --
14 particularly the juvenile offenders and
15 talk about the experiences of the, I
16 guess, the time that it takes for these
17 cases to play itself out through the
18 court system when there is a
19 court-appointed attorney going through
20 that process?

21 MS. HUDSON: I was very pleased
22 to hear Councilmember Landau ask about
23 court-appointed attorneys today. They
24 play a very critical role. We represent
25 70 percent of the people who come through

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 the criminal justice system, and we
3 cannot represent everyone, again, because
4 of resources, but there are conflicts,
5 and of course there are people who can
6 hire and can afford to hire private
7 counsel.

8 But the role of court-appointed
9 counsel is very important, and we also
10 have to understand that poor people are
11 the ones who get court-appointed counsel.
12 It is by virtue of a conflict that they
13 don't get the Defender's Association.

14 But what happens with
15 court-appointed counsel, there was a
16 recent article today regarding the fact
17 that it takes sometimes months for them
18 to get paid. In that article, an
19 investigator who I have worked with in
20 the past, Diane Cowan, who is incredible,
21 has said that she will no longer take
22 court-appointment cases as an
23 investigator.

24 And court-appointed counsel
25 have to submit vouchers to the courts, to

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 the City to be able to have
3 investigation, any experts, all the
4 resources that they will need to access
5 in their representation.

6 Representing kids is a
7 specialized practice. It is a unique
8 practice. You need the training, you
9 need the expertise. We have the best
10 Children and Youth Justice Unit in our
11 office and the best Juvenile Special
12 Defense Unit in our office. Though
13 small, they are really excellent at what
14 they do.

15 We also have the training and
16 expertise to know what we need to do in
17 and outside of the courtroom to better
18 ensure that our clients are not being
19 detained as long, and if they're going to
20 be placed, they're not going to be out in
21 placements as long. We really are
22 experts.

23 And so you will see that we are
24 engaging with our clients. We have the
25 ability to. We have more resources than

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 sometimes court-appointed counsel does,
3 even though we need more, and that is why
4 you may see that the length of stay looks
5 different for Defender-represented
6 clients than court-appointed clients. It
7 comes down to, again, the touch points,
8 that we represent the vast majority of
9 the children at the JJSC. The courts
10 know us, the judges see us every day, and
11 you may not have that level of expertise
12 from court-appointed counsel representing
13 children.

14 COUNCILMEMBER YOUNG: Thank
15 you, Mr. President.

16 MS. HUDSON: Thank you,
17 Councilmember.

18 COUNCIL PRESIDENT JOHNSON:
19 Thank you.

20 Any other questions from
21 members of Council for this panel?

22 (No response.)

23 COUNCIL PRESIDENT JOHNSON:
24 Hearing none, at this time, I want to
25 thank you for, first and foremost, your

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 dedication, your hard work that you have
3 been doing. Since you took on this
4 position, you have been moving this
5 office forward, and I'll just wrap up,
6 you have taken the out-of-the-box
7 approach, right, assigning housing
8 counselors, assigning education
9 attorneys, assigning social workers.
10 That just changes the dynamics of how you
11 work with defenders, because at the end
12 of the day, having that opportunity to
13 interact with them while they're going
14 through whatever case it may be, right,
15 can really transform their lives from a
16 prevention standpoint.

17 They might have made that
18 mistake that introduced them to the
19 system, but then you have that
20 opportunity to interact with them.

21 Me, I had a probation officer.
22 That's who Judge Reynolds assigned me to,
23 right? And at that time, she would pop
24 up on me when I'm on the corner, see what
25 I was doing, and that just encouraged me

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 to start looking at applying to schools.
3 I went to Mansfield University, and at
4 this time, homicide rates in the City of
5 Philadelphia was already 500. And then
6 when we say it depends on who is in the
7 position, well, we had Castille, Lynne
8 Abraham, but the homicide rates were
9 still going up and it didn't change.

10 So at some point in time, we
11 got to look at things a little
12 differently, right, and this is to try to
13 help people at an intersection where you
14 can transform their lives, then maybe
15 think about doing something different or
16 maybe putting an option in the front of
17 them that they may have never thought of,
18 because in most of these neighborhoods --
19 and I'm speaking from lived experience.
20 Most of the neighborhoods, this is all
21 some people know, right?

22 I come from the era where you
23 didn't venture really downtown but so
24 much, because we had thriving business
25 corridors, so what's the point of going

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 downtown, and that's all you know within
3 your corridor, your block, right? And so
4 when you do get in a situation, you have
5 that opportunity with your social worker,
6 case manager to kind of maybe hopefully
7 help somebody think about the life
8 choices that they are making and
9 hopefully provide the resources.

10 So just keep up the good work.

11 With that being said, I'm going
12 to ask for -- and also just welcome back,
13 Everett Gillison.

14 For those who may not know,
15 part of the Nutter Administration.

16 - - -

17 (Applause.)

18 - - -

19 COUNCIL PRESIDENT JOHNSON:
20 Deputy Commissioner for Public Safety,
21 correct?

22 MR. GILLISON: Correct.

23 COUNCIL PRESIDENT JOHNSON: We
24 have met plenty of days around this same
25 topic of keeping the City of Philadelphia

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 forward.

3 But it's good to see you back
4 still doing the same work, which we know
5 that means it's in your heart, because
6 you're back still doing the same work
7 that you were doing when you were part of
8 the Administration.

9 With that being said, thank you
10 very much.

11 Will the Clerk please call the
12 next person for testimony.

13 MS. HUDSON: Thank you, Council
14 President. Thank you.

15 COUNCIL PRESIDENT JOHNSON:
16 You're welcome.

17 THE CLERK: Renee Garcia, City
18 Solicitor.

19 (Witness approached witness
20 table.)

21 COUNCIL PRESIDENT JOHNSON:
22 Good morning.

23 SOLICITOR GARCIA: Good
24 afternoon. Don't take us back to the
25 morning, Council President.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 COUNCIL PRESIDENT JOHNSON: I
3 had a long day yesterday.

4 SOLICITOR GARCIA: It's been a
5 long day.

6 COUNCIL PRESIDENT JOHNSON: I
7 had a long day yesterday.

8 Before you state your name and
9 your title and begin your testimony, I
10 want to congratulate you on your
11 position.

12 SOLICITOR GARCIA: Thank you.

13 COUNCIL PRESIDENT JOHNSON:
14 Congratulations on your outstanding legal
15 work as it relates to us fighting the gun
16 manufacturer, particularly around the
17 issue of ghost guns. I think that
18 deserves a round of applause.

19 - - -

20 (Applause.)

21 - - -

22 SOLICITOR GARCIA: Thank you.

23 COUNCIL PRESIDENT JOHNSON: As
24 a District Councilmember, I remember
25 introducing legislation to deal with just

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 the actual parts, and then we got sued
3 and you stepped up to the plate and said,
4 hey, we are going to take on these giants
5 as it relates to ghost guns and how
6 they're flooding the streets of
7 Philadelphia.

8 So we just want to personally,
9 on behalf of this body, just say thank
10 you. We appreciate your hard work and
11 your dedication around that particular
12 issue.

13 And with that being said, go
14 ahead and begin your testimony.

15 SOLICITOR GARCIA: Thank you,
16 Council President. Renee Garcia, City
17 Solicitor. Good afternoon. I am joined
18 here by my executive team, which are all
19 here behind me, and pleased to provide
20 testimony on the Law Department's Fiscal
21 Year 2025 Operating Budget proposal. My
22 remarks will be somewhat brief today,
23 because I was with you just about four
24 weeks ago, so you know -- you've heard a
25 lot about the Law Department's

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 initiatives.

3 We employ over 360 attorneys
4 and professional staff who have dedicated
5 their professional careers to serving the
6 City. I, along with my entire team of
7 the Law Department, have the esteemed
8 honor and pleasure of applying innovative
9 legal strategy on behalf of our City
10 clients to achieve equitable solutions to
11 some of the most complex challenges
12 facing Philadelphia.

13 Continued investment in the
14 current and future legal operations of
15 the Law Department will benefit the City
16 socially, economically, and
17 environmentally. As this City Council
18 knows, the Law Department's work touches
19 every part of the lives of this city's
20 residents, from supporting contracts and
21 real estate transactions that allow
22 public parks and playgrounds to be built,
23 to initiating litigation to improve
24 quality of life and reduce gun violence,
25 to protecting our most vulnerable

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 children and ensuring they have room to
3 grow, thrive, and be the future of
4 Philadelphia.

5 Law's work is integral to
6 ensuring safer, cleaner, greener, and
7 economically vibrant future of our city.
8 In the past five years alone, the Law
9 Department has recovered hundreds of
10 millions of dollars in settlement funds,
11 tax revenue, fines and fees on behalf of
12 the City, boosting the General Fund and
13 enabling the City to apply those funds to
14 efforts to address safety and
15 quality-of-life issues across
16 Philadelphia.

17 This commitment to investing in
18 Law's staff is crucial to both retention
19 and our ability to attract and hire a
20 diverse set of the best and brightest
21 legal minds, which we need as we work
22 together to solve some of the City's most
23 complex challenges.

24 Our proposed General Fund
25 budget totals 28,266,870. The budget

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 submission includes an overall decrease
3 of \$2.788 million, with 3.45 million
4 coming from Class 200, which removes
5 funding for the implementation of a new
6 case management system, and we have an
7 increase to Class 100 in the amount of
8 \$622,000 to fund new positions.

9 And with that, I'll take any of
10 your questions. Thank you.

11 COUNCIL PRESIDENT JOHNSON:

12 Thank you very much.

13 The Chair recognizes
14 Councilmember Quetcy Lozada.

15 COUNCILMEMBER LOZADA: I can't
16 even believe I'm first.

17 Welcome. Thank you so much for
18 all the work that you do. Thank you for
19 the support that you've given to me and
20 my staff as we worked to build
21 legislation over the course of the last
22 17 months. Extremely grateful for the
23 support.

24 As we work to better improve
25 quality of life in the district and

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 across the City, it's no secret that we
3 have many nuisance businesses within or
4 across the City. How is the Law
5 Department working with the Department of
6 License and Inspection to better tackle
7 this issue now that the License and
8 Inspection Department has been divided in
9 two?

10 SOLICITOR GARCIA: Yes. So we
11 did not obtain in this budget new
12 staffing positions in our budget for
13 nuisance businesses for essentially our
14 code team. So we are in conversations
15 with L&I and Cleaner and Greener and the
16 Police Department, and we will determine
17 as they determine what their needs are
18 going into the new year how they can
19 support our budget with new attorneys and
20 staff, but we are in many, many
21 conversations and we have a very
22 ambitious slate of commissioners
23 obviously supported by a very ambitious
24 Mayor.

25 So as I was listening to the

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 Mayor's budget address, I was thinking
3 legal work, legal work, legal work,
4 right, on down the line. So there will
5 be a need for sure to increase the
6 staffing, particularly in our code team.
7 And we already did staff up. So last
8 year City Council was able to give us
9 \$500,000. We hired four new attorneys
10 and three new support staff, and they're
11 up and running, and I can tell you the
12 numbers of referrals that we got from L&I
13 just in this last year, 3,000 cases, plus
14 the board appeals, and now I'm expecting
15 even more on top of that.

16 COUNCILMEMBER LOZADA: What do
17 we or what do City residents have to do
18 to, I guess, target a business or mark a
19 business or make a business a nuisance
20 business, right? We get calls all the
21 time about a very specific business who
22 is consistently violating whether it be
23 quality-of-life issues or whether it be
24 liquor license issues.

25 How does a person make an

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 establishment a nuisance and how long
3 does it take the Law Department to
4 actually execute or take this business to
5 court?

6 SOLICITOR GARCIA: Yeah. A lot
7 of it kind of depends on what the
8 nuisance is obviously. But we are also
9 beholden to the referrals that we get
10 from L&I, and I believe they are staffing
11 up as well.

12 So we have to wait for the
13 referral to come in, but what we are
14 seeing and I think what you are seeing is
15 a game of Whac-A-Mole in the drug
16 paraphernalia space. We cite them, they
17 take it down, they bring it back up,
18 right? In the tobacco space, we cite
19 them, they take it down, they bring it
20 back up.

21 And so depending on the
22 violation, certainly there are ways to go
23 to the most egregious, which is to take
24 away a Commercial Activity License, and
25 we do do that absolutely, but what we are

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 looking at now, and we can have
3 discussions offline, I think there
4 probably could be code amendments to help
5 with the enforcement as we are working
6 with the new Commissioners and figuring
7 out where our target will be, because we
8 are also feeling the frustration of
9 multiple offenders.

10 COUNCILMEMBER LOZADA: I just
11 heard you mention that you guys hired up,
12 right? Are you at a place in your
13 department where you feel like with the
14 work that this current Administration
15 wants to do, are you at a point where you
16 feel that you have the necessary staffing
17 to be able to respond to the type of work
18 that we are looking forward to doing in
19 the future, and if not, what would it
20 take?

21 SOLICITOR GARCIA: Well, we did
22 ask for 67 new positions, which I know is
23 pie in the sky. We got 500,000, which
24 will be about five positions, and we have
25 three positions from the MDO. So we're

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 at eight. Like I said, we're going to
3 each of the operating departments who got
4 funding to figure out what they can pay
5 for, because certainly we can't -- for
6 litigation, for defensive litigation, I
7 can't control what comes in, right? What
8 comes in, either we're going to handle it
9 internally or we're going to send it to
10 outside counsel, which is just Class 200.
11 So I've reached capacity in Labor and
12 Employment and capacity in Civil Rights
13 and I'm sending work out.

14 With contracts, I can't control
15 the flow of contracts, right? I hate to
16 tell people I can't work on your -- and I
17 mean "I" in the sort of royal "I," right?
18 I can't work on. So certainly we're
19 upscaling, and the MDO positions will
20 help us there.

21 And then in our affirmative,
22 right, our code, our tax, our affirmative
23 litigation, which does the ghost guns,
24 you know, that is -- you don't see it as
25 optional, but that we can control a

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 little more, but obviously we want to
3 push ahead and push ahead and push ahead.
4 So these conversations that we're having
5 with the different operating departments
6 is crucial, what is your need going to
7 be, how can I pivot the work that I'm
8 already doing, and how much more can you
9 support the Law Department's budget.

10 COUNCILMEMBER LOZADA: Thank
11 you, Council President.

12 COUNCIL PRESIDENT JOHNSON:
13 You're welcome.

14 The Chair recognizes
15 Councilmember Nina Ahmad.

16 COUNCILMEMBER AHMAD: Thank
17 you, Council President.

18 Good afternoon. I have a quick
19 question about in your testimony you said
20 that you're helping -- I don't know how
21 you say it -- O-P-A-L with the transition
22 over to a new program called the Workday
23 Program. This is on Page 10 of your
24 testimony. Can you please talk more
25 about the legal work that's involved in

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 this?

3 SOLICITOR GARCIA: Okay. OPAL,
4 I call it OPAL, and I will admit I am not
5 the best person to do a deep dive into
6 OPAL and I think we're getting together
7 something for City Council to hear, but
8 it will be moving all of the contracts
9 onto a new system. So we are
10 unfortunately dealing with systems in the
11 City, and you've all experienced this,
12 they were built in, I don't know, the
13 '70s, the '80s. They look like they're
14 DOS space. I don't know. But they don't
15 work well, right? And so the flow of
16 contracts in particular between Law, OEO,
17 Procurement, Risk, Finance, Budget, the
18 Controller, all of the parties, is not
19 efficient, right?

20 So what we are doing to prepare
21 for OPAL right now is going through
22 different kinds of contracts and shoring
23 up basic terms and processes and
24 procedures and how can we make it more
25 efficient for us. So that's part of it,

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 is kind of getting ready for OPAL, making
3 sure we have all the contracts -- we know
4 where all the contracts are, right, to
5 get them on. And then of course there's
6 the other side of it of doing the
7 contracts necessary to run OPAL, which is
8 doing the tech contracts. And, again,
9 I'm not the best person to talk about the
10 contracts there.

11 So there is a tremendous
12 amount. And I think you heard the MDO
13 this morning talk about there is a
14 recognized need across the board to
15 improve the contracting process, full
16 stop. Law handles about a third of that
17 process, but like I said, we are going
18 through right now trying to update our
19 contracts, trying to make them more
20 consistent so that when we do start
21 rolling through OPAL, we can have more of
22 a seamless process.

23 COUNCILMEMBER AHMAD: So we
24 will be reducing the time a customer, so
25 to speak, sees when their contract is

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 executed. This is going to --

3 SOLICITOR GARCIA: This is all
4 in furtherance of that, yes. I know, it
5 drives me nuts as well. There's so many
6 pieces, and for good reason, right?

7 There has to be checks and balance, and I
8 understand that, but I'm really excited
9 about OPAL and what it can bring to our
10 contracting process.

11 COUNCILMEMBER AHMAD: It's a
12 system change, yes.

13 SOLICITOR GARCIA: Yes.

14 COUNCILMEMBER AHMAD: Second
15 quick question is that your testimony
16 states that the Law Department withdrew
17 its motion to end overcrowding at the
18 Philadelphia Juvenile Justice Services
19 Center because as of November 8th, the
20 population reached acceptable levels, and
21 you will continue to advocate on behalf
22 of the City.

23 Can you explain how you're
24 doing that? Because this is a very
25 sacred space and difficult space.

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 SOLICITOR GARCIA: Yeah. So
3 thank you for the question. So just to
4 be clear, our lawsuit stands, right? So
5 we filed against the Commonwealth. Our
6 lawsuit stands. We had filed emergency
7 pleadings to have the state take the
8 children to get our numbers below 184.
9 They did that. They haven't taken all
10 the children that they should take, and
11 you heard in the line of questioning
12 earlier that these children, they're
13 not -- their time is not running, they're
14 not getting the services they need,
15 right? So they should be taking more
16 kids, and that is why our lawsuit stands,
17 right? So that we can continue to go
18 through to judgment and have something
19 permanent on the record. There was just
20 not a need for the emergency motion
21 because the numbers have come down. And
22 I think it's blipped up a couple times.
23 I'm looking at my First Deputy here. But
24 for the most part, we have been under the
25 184. We've even hit in the 170's, which

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 is very exciting.

3 COUNCILMEMBER AHMAD: And you
4 still have your eyes on that and that
5 lawsuit is --

6 SOLICITOR GARCIA: Yes. But we
7 are going forward to judgment, no
8 question.

9 COUNCILMEMBER AHMAD: Okay.
10 And the last question is, you mentioned
11 that you're supporting the Office of
12 Sustainability and operating departments
13 on climate resiliency and environmental
14 justice issues. Can you provide some
15 insight about your role in this space and
16 your capacity to address environmental
17 issues? And one contract issue that's
18 going to be coming up is Covanta. That's
19 coming up in 2017 -- I mean 2027.

20 SOLICITOR GARCIA: For this I'm
21 going to call up my Chair of the
22 Corporate and Tax group, Valerie
23 Robinson, who can talk about the support
24 of the Office of Sustainability.

25 We have an environmental unit

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 that is assisting them on many, many
3 different areas of air quality. From the
4 litigation perspective, I'll also say we
5 are filing affirmative action. So we
6 filed the PFAS case, for example, to
7 recover money that we need to clean out
8 our water because of the forever
9 chemicals that are polluting.

10 (Witness approached witness
11 table.)

12 SOLICITOR GARCIA: So, Valerie,
13 if you could talk just a little bit about
14 the work that our regulatory team does
15 for the Office of Sustainability.

16 MS. ROBINSON: Good afternoon.
17 My name is Valerie Robinson. I'm the
18 Chair of the Corporate and Tax group, and
19 as Renee said, one of the divisions in my
20 portfolio is the environmental division.
21 So we provide advice and counsel to the
22 Office of Sustainability. We draft and
23 negotiate all of the agreements that they
24 do. We help them work on regulations,
25 all of which is to help ensure that we're

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 living in a cleaner, greener, safer city.

3 COUNCILMEMBER AHMAD: Okay.

4 That's good. Thank you.

5 Thank you, Mr. President.

6 COUNCIL PRESIDENT JOHNSON: The

7 Chair recognizes Councilmember Nick

8 O'Rourke.

9 COUNCILMEMBER O'ROURKE: Thank

10 you, Council President.

11 Hello.

12 SOLICITOR GARCIA: Hello.

13 COUNCILMEMBER O'ROURKE: Good

14 to see you.

15 Law's proposal includes three
16 new budgeted positions that are attorneys
17 meant to aid the MDO's Office
18 specifically.

19 SOLICITOR GARCIA: Yes.

20 COUNCILMEMBER O'ROURKE: Is

21 this boost tied to the new initiatives
22 that MDO is undertaking, like clean and
23 green, triage centers, et cetera?

24 SOLICITOR GARCIA: I'll tell

25 you all three of them. So one will be a

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 compliance position focused on public
3 safety and primarily the Prisons.
4 Another will be a position to support the
5 Office of Homeless Services in a
6 compliance and contract position. And
7 then the third is to support the Capital
8 Program Office. So those are the three
9 that we've been approved for.

10 COUNCILMEMBER O'ROURKE: Okay.
11 Is it kind of concomitant with MDO's
12 plans for whatever they're planning right
13 now for you all to increase that staff or
14 is this something that you wanted this to
15 happen outside of what MDO is doing?

16 SOLICITOR GARCIA: It is to
17 support everything that you heard
18 testified about this morning.
19 Absolutely.

20 COUNCILMEMBER O'ROURKE: Okay.
21 Thank you.

22 I wanted to turn our attention
23 to Page 19 of Law's budget detail to the
24 obligated payments to Hanglely -- I'm
25 about to mess these names up --

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 Aronchick, Segal and Pudlin, I apologize,
3 set aside for the purpose of what's
4 labeled "select committee."

5 It's my understanding -- please
6 correct me if I am wrong on this -- these
7 payments are legal fees tied to the
8 impeachment of the DA and that taxpayers
9 are footing the bill of \$240,000 for this
10 last year alone. That case is still
11 winding up to state Supreme Court. So we
12 are wondering in our office, do you
13 foresee Philadelphians paying more in the
14 coming fiscal year for
15 impeachment-related legal fees than they
16 have in the last year?

17 SOLICITOR GARCIA: I hope not.
18 I don't have a crystal ball. We have a
19 different makeup of the General Assembly
20 now, so if it comes down, it may not be
21 in the same posture.

22 So I wish I could tell you what
23 the court was going to do. I would say
24 that it's possible. I don't know if
25 that's possible or probable.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 COUNCILMEMBER O'ROURKE: Right.

3 But I am accurate, though, that that's
4 what that's for?

5 SOLICITOR GARCIA: Yes. Yes.
6 Absolutely.

7 COUNCILMEMBER O'ROURKE: So
8 we're paying the bill for said thing.

9 Okay. Affirmative civil
10 litigation is always of interest to our
11 office, particularly as it concerns suits
12 related to climate change.

13 SOLICITOR GARCIA: Yes.

14 COUNCILMEMBER O'ROURKE: Prior
15 conversations with Law have pointed to
16 some specific roadblocks on that front.
17 Still encouraged to see the issue
18 addressed in your testimony via written.

19 Could you give some insight
20 into some of the viable litigation
21 strategies that Law is pursuing as it
22 relates to holding companies that
23 contribute to climate change effects in
24 Philadelphia accountable?

25 SOLICITOR GARCIA: Yeah. Some

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 of it will be privileged information. I
3 do have some ideas, but we are following
4 what is going on around the country, and
5 PFAS is a really big one. Lead paint
6 is -- lead in the water, lead in the soil
7 is very big as well. We are working with
8 environmental justice partners throughout
9 the country to try to get ideas. So I
10 have some very specific ideas, but I
11 don't want to give away my secrets in
12 public.

13 COUNCILMEMBER O'ROURKE: Okay.
14 Understood.

15 SOLICITOR GARCIA: Happy to
16 talk further with you about it, though.

17 COUNCILMEMBER O'ROURKE: Just
18 this is not so much in the Commonwealth,
19 you're looking across the nation at some
20 trends?

21 SOLICITOR GARCIA: It is across
22 the nation, absolutely. We have a
23 network of solicitor county attorneys
24 across the nation, and we are actively
25 talking about these issues constantly,

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 right, what can we do in the space of
3 climate change, of environmental justice,
4 absolutely.

5 COUNCILMEMBER O'ROURKE: Okay.
6 Thank you very much.

7 SOLICITOR GARCIA: Thank you,
8 Councilmember.

9 COUNCILMEMBER O'ROURKE: I
10 appreciate you.

11 SOLICITOR GARCIA: Absolutely.

12 COUNCILMEMBER O'ROURKE: Thank
13 you, Council President.

14 COUNCIL PRESIDENT JOHNSON: The
15 Chair recognizes Rue Landau, Esquire.

16 COUNCILMEMBER LANDAU: Thank
17 you.

18 COUNCIL PRESIDENT JOHNSON:
19 Committee member, Councilmember.

20 COUNCILMEMBER LANDAU: You just
21 say my formal name today.

22 You know that I am a huge fan
23 of the Law Department too. I have worked
24 with, I think, more individual lawyers in
25 the Law Department than many, many others

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 in the City, so a huge fan.

3 First question is the new

4 consumer protection bill.

5 SOLICITOR GARCIA: Yes.

6 COUNCILMEMBER LANDAU: Which is

7 very exciting. It's to give the powers

8 to the Administration through the Law

9 Department to fight a lot of the bad

10 guys, folks who are scamming our

11 residents, elders, limited English folks.

12 How do you see -- how will it

13 be implemented? How do you want to get

14 cases? What are you going to choose? Do

15 you have your eyes on anything?

16 SOLICITOR GARCIA: Yes. So

17 there is a Consumer Protection Task

18 Force, which I think is maybe sunseting.

19 It's been around for two years, but

20 that's partnerships with the Law

21 Department, the Attorney General's

22 Office, CLS, different advocate groups

23 around -- I think SeniorLAW is involved,

24 and I was really excited after you

25 introduced the bill and I was able to

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 take a call with them and to say, look,
3 like now we have the tool that we needed
4 to go after like an MV Realty, right?
5 That's the prime example. But it was
6 also mentioned, I believe, this morning
7 the targeting on elders has just ramped
8 up. I mean, I even see it on my phone,
9 right? Your package is not being
10 delivered, please call us and give us
11 your credit card, you know, all of those
12 things.

13 So we now have the tool. I
14 believe I said in my confirmation hearing
15 we are starting with sort of the big
16 schemes, right, the big classes, the
17 repeat offenders over and over again. I
18 expect there will be a lot in the housing
19 space. That much I know is your area of
20 expertise.

21 So I am working with this task
22 force to start to send in -- I've given
23 them kind of these are the cases I'm
24 looking for and start sending us
25 referrals, and we're going to start

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 investigating, but it is going to take a
3 community and I'm so thankful that we
4 have all of these partners to rely on.
5 It's going to take a while to work up
6 some cases, but I'm really excited to get
7 that work started.

8 COUNCILMEMBER LANDAU: You said
9 you thought the task force was going to
10 sunset. Was it created by resolution or
11 something?

12 SOLICITOR GARCIA: I think it
13 was a two-year.

14 COUNCILMEMBER LANDAU: By
15 resolution?

16 SOLICITOR GARCIA: By
17 resolution, two years. Maybe there was
18 an executive order. I can't exactly
19 remember.

20 COUNCILMEMBER LANDAU: I will
21 help you extend that.

22 SOLICITOR GARCIA: But the work
23 continues, right? I don't think anybody
24 is just going to drop the work regardless
25 of what is sunseting, because obviously

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 with this new shiny toy that I have, I'm
3 going to need everybody.

4 COUNCILMEMBER LANDAU: Yes.
5 Excited for the shiny toy.

6 Next question about the gun
7 violence preemption case where you're
8 trying to challenge the way in which
9 people are interpreting preemption for
10 all of our gun bills. Where exactly --
11 it's pending at the Pennsylvania Supreme
12 Court, and what's the status there?

13 SOLICITOR GARCIA: Correct. It
14 was argued in September. Again, your
15 guess is as good as mine. They don't do
16 the same as the U.S. Supreme Court where
17 they drop everything in one horrible week
18 in June, but, you know, it could come any
19 day, truly.

20 COUNCILMEMBER LANDAU: Okay.
21 Thank you.

22 And I want to -- two more. One
23 is just going back to contracting again.
24 I have to. I'm having a better
25 understanding of how court-appointed

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 lawyers are paid now, and it seems that
3 it's approved by the court itself. So it
4 goes through various measures. You go
5 and take a case. The judge signs off,
6 yes, you were here. It goes through
7 their internal administrative system.
8 Yep, it was this person, they were here,
9 they worked this amount of time. And it
10 comes to the City, and we do a review as
11 well.

12 Can we just take the court's
13 word for it and speed it up a little bit
14 that way and at least cut that part out
15 to just like here's your check, here's
16 your check?

17 The alternative is to give the
18 money to the courts so they can pay.
19 They're court-appointed attorneys, but I
20 think they say there's a conflict. They
21 believe there's at least a perception of
22 a conflict of interest. They're
23 appointing the attorney and paying the
24 attorney, right?

25 SOLICITOR GARCIA: So the issue

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 is that -- I'm not going to throw Finance
3 under the bus, but for real there are
4 actual documents and information that has
5 to be provided so that Finance and the
6 Controller can sign off on everything,
7 right? And that is where -- the court is
8 signing off on the amount, but the
9 attorney has to get in all of the
10 documents.

11 I'm sorry. I don't know all
12 the specifications. It's not a good
13 system. So I'm actually actively working
14 with the courts to figure out a better
15 system. Apparently this is a relic of
16 the Nutter years that there was an MOU
17 that the Managing Director would do this.
18 I don't know that it's the greatest place
19 for it. So we are going to be speaking
20 with the courts.

21 We realize there is an issue,
22 absolutely. We're on top of it. I speak
23 to the courts quite frequently to try to
24 figure out at least for now the quality
25 assurance, can we figure out what the

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 systemic issues are so we can make
3 payments a little faster. But it's not a
4 great system overall.

5 COUNCILMEMBER LANDAU: Okay.
6 Thank you for that.

7 I'm going to try to slip one
8 more in real quick.

9 It might be too long. Okay. I
10 am going to pause for a minute. I might
11 come back for one more. Yes? Do it now.

12 SOLICITOR GARCIA: Thank you,
13 Councilmember.

14 COUNCILMEMBER LANDAU: Okay. I
15 know that you're working with DHS to
16 secure additional grant funding to hire
17 more attorneys that will allow Law to
18 engage in anti-racism work. I'm very
19 concerned about Family Court and the ways
20 in which there are too many barriers to
21 family reunification. I think we -- very
22 similar to what we just talked about with
23 the Chief Defender. Let's do what we can
24 to keep families together, to get the
25 resources to the family if possible, and

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 hopefully keep them out of the criminal
3 justice system. And I know that you've
4 been wanting -- you've been working with
5 DHS to get some grant funding, I believe,
6 for like anti-racism work and work with
7 the courts.

8 What resources are needed to
9 ensure the City's most vulnerable
10 children experience positive outcomes
11 after interaction through Family Court?
12 Because we want to make sure that we
13 provide them with the best legal
14 representation and employ the right
15 attorneys to make that happen, and can
16 you just speak to that?

17 SOLICITOR GARCIA: Yes. I'm
18 going to call up my First Deputy, Meghan
19 Goddard, who is our resident expert on
20 all of these matters.

21 (Witness approached witness
22 table.)

23 SOLICITOR GARCIA: And she can
24 speak to our racial justice work as well
25 as the funding that we're trying to

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 figure out with the Commonwealth, because
3 some of it comes through PA DHS, then
4 through our DHS, and it's quite hard to
5 figure out what they're funding and when
6 they're funding it.

7 DEPUTY SOLICITOR GODDARD: Good
8 afternoon, Councilmember. I'm Meghan
9 Goddard, First Deputy.

10 So we are working -- the Child
11 Welfare Unit in the Law Department is
12 working independently and with DHS on all
13 DEI initiatives, because as you
14 mentioned, recognizing that the youth and
15 families that come into our system are
16 primarily of color, knowing how -- like
17 our attorneys need those skills to know
18 what they are working with. So we do
19 have grant funding from the state. So we
20 are working with DHS to ensure more
21 attorneys to lower caseloads and to
22 continue that DEI training.

23 COUNCILMEMBER LANDAU: Thank
24 you.

25 And this is also for

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 court-appointed attorneys?

3 DEPUTY SOLICITOR GODDARD:

4 We're focusing right now working with our
5 attorneys in the Law Department in the
6 Child Welfare Unit doing both Law
7 Department training and working very
8 closely with DHS, so we're on the same
9 page.

10 COUNCILMEMBER LANDAU:

11 Excellent. Thank you very much.

12 SOLICITOR GARCIA: And I'll
13 just put a plug in. So some of the
14 things we are doing in the DEI space, we
15 created an inclusive language guide for
16 our attorneys to use when they're in
17 court. So we're trying to get rid of
18 words like "grandfathered," right, trying
19 to use gender-neutral pronouns, trying to
20 call, you know, a person the parent
21 rather than the mother, right, trying to
22 use the language that fits the society
23 we're in today. And I'm so proud that
24 our inclusive language guide has been
25 sent out to various partners and the ACLU

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 is using it and other partners are using
3 it.

4 So that is some of the work
5 that's really important for us in the DEI
6 space and particularly in child welfare.

7 COUNCILMEMBER LANDAU:

8 Excellent. I'll take a copy.

9 SOLICITOR GARCIA: Yes.
10 Absolutely.

11 COUNCILMEMBER LANDAU: Thank
12 you.

13 SOLICITOR GARCIA: Copies for
14 all.

15 COUNCIL PRESIDENT JOHNSON:
16 Thank you.

17 The Chair recognizes
18 Councilmember J. Young, Esquire.

19 COUNCILMEMBER YOUNG: Thank
20 you, Mr. President.

21 Just questions regarding Act
22 135. Just correct me if I'm wrong. Does
23 the City get notices for every Act 135
24 petition filed?

25 SOLICITOR GARCIA: We should

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 be, and we have worked out -- if you're
3 asking, we've tried to work it out when
4 it comes to us that we are allowing the
5 Councilmember's office to have a courtesy
6 copy of that, if that's a particular
7 question.

8 COUNCILMEMBER YOUNG: Yeah. So
9 what are the impediments to that then,
10 for providing that information to Council
11 offices?

12 SOLICITOR GARCIA: It just
13 hadn't been put in place before, but now
14 when we get them, we reach out to your --
15 we figure out what Council district it is
16 and we should be reaching out to your
17 office to let you know that we got it.
18 And if that's not happening, please let
19 me know.

20 COUNCILMEMBER YOUNG: Okay. So
21 I don't know if any were filed in my
22 district in the last, I guess, what,
23 three months. I'm unsure, but I will be
24 reaching out to find out.

25 Along the same lines, what do

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 you do with this information once you get
3 it? Like once you are, I guess, served
4 or whatever, receive the petition, what
5 does the Law Department do with that
6 petition, that information?

7 SOLICITOR GARCIA: I'm going to
8 call up my Chief of Staff, Sam Scavuzzo,
9 who came from our tax unit.

10 COUNCILMEMBER YOUNG: Thank
11 you.

12 (Witness approached witness
13 table.)

14 MR. SCAVUZZO: Hi. Good
15 afternoon. Sam Scavuzzo. I used to be
16 in the tax unit, so would handle these
17 cases on occasion. So it would kind of
18 depend on whether or not there was any
19 City debt. Usually a property in the
20 situation might have some back taxes. So
21 we would kind of work to ensure that the
22 City's credit -- the debt obligations are
23 honored. We wouldn't necessarily enter
24 ourselves as parties to these cases, but
25 we would monitor them and make sure that

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 opposing counsel or the person -- the
3 petitioner for the conservatorship is
4 working in the best interest for the
5 City, the neighborhood to take off the
6 blighted property and restore it to good
7 use and to make sure the City would get
8 paid on its debt obligations as well.

9 COUNCILMEMBER YOUNG: Has the
10 City ever filed to intervene in a matter,
11 in a conservatorship matter?

12 MR. SCAVUZZO: I don't know the
13 answer to that question, Councilmember.

14 COUNCILMEMBER YOUNG: Has the
15 City ever filed a petition to be
16 appointed the conservator over a
17 particular property?

18 MR. SCAVUZZO: From the
19 conservatorship? I've only experienced
20 it myself in the debt perspective, so I
21 would have to follow up and get you an
22 answer to that question, Councilmember.

23 COUNCILMEMBER YOUNG: If it's a
24 policy of the City, if Council agrees
25 that this is something that the City

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 needs to, I guess, be more present in,
3 that the City needs to follow up on these
4 matters a little bit pressingly, is the
5 Law Department opposed to affirmatively
6 intervening and/or filing petitions in
7 Act 135 matters that City Council deems
8 needs to be -- to protect the best
9 interest of the City according to what
10 District Councilmembers particularly
11 understand?

12 SOLICITOR GARCIA: This is the
13 first time that has been asked of me
14 personally, so I will follow up with your
15 office and we can have a discussion about
16 that.

17 COUNCILMEMBER YOUNG: Thank
18 you.

19 Thank you, Mr. President.

20 COUNCIL PRESIDENT JOHNSON:
21 You're welcome.

22 The Chair recognizes
23 Councilmember Isaiah Thomas.

24 COUNCILMEMBER THOMAS: Good
25 morning -- good afternoon, Council

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 President. I'll be very brief.

3 First of all, I just want to
4 say congratulations again, and thank you
5 to you personally. I know the great work
6 that you've done specifically around the
7 driving equality legislation. I'll also
8 say that when I first came into City
9 Council, I was one of those
10 Councilmembers who was very skeptical
11 about the relationship between the City
12 Solicitor and the Admin, and not that
13 you've been in this position for a long
14 time to be able to speak to that dilemma
15 with any substance, but I do have a lot
16 of faith and confidence that you'll be
17 able to balance both based on the work
18 that you've done in the past and how
19 closely you've worked with my team and my
20 office as well. So thank you so much for
21 what you've done, and congratulations.

22 Just one or two quick
23 questions. The Mayor has a compliance
24 lawyer in the MDO's Office for her staff.
25 What would be that focus? Why would the

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 Admin need a compliance lawyer that's
3 different than the work that the City
4 Solicitor's Office does, and what would
5 be the focus of that particular position
6 that's different than the legal support
7 that your office provides?

8 SOLICITOR GARCIA: I think
9 you're talking about a compliance
10 position funded by MDO that has -- it's
11 funded by MDO, but it sits in my
12 department. It has to do with the
13 American Disabilities Act. So this is
14 actually a new position that we've
15 created. I think it's funded by the
16 Streets Department. There are a lot of
17 ADA issues that come up in right to way
18 and homeless services. And so we've
19 consolidated all of the different ADA
20 issues into this one position that's
21 being funded through the MDO's Office.

22 COUNCILMEMBER THOMAS: Thank
23 you, Council President.

24 Thank you again.

25 SOLICITOR GARCIA: Thank you.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 COUNCIL PRESIDENT JOHNSON:

3 You're welcome.

4 Any other questions or comments
5 from members of this Committee?

6 COUNCILMEMBER YOUNG:

7 Mr. President, I have one more follow-up.

8 COUNCIL PRESIDENT JOHNSON: The
9 Chair recognizes Councilmember J. Young.

10 COUNCILMEMBER YOUNG: Thank
11 you, Mr. President.

12 And on a similar line of
13 questioning to Councilmember Thomas'
14 question, the Mayor's Office also has a
15 chief legal counsel position. Could you
16 tell us what the role of that particular
17 individual is versus what the role and
18 the advice that the Law Department plays?

19 SOLICITOR GARCIA: Kristin Bray
20 is the Chief, and she still reports to
21 me. So she is on the org chart as
22 reporting to me. She is building out
23 PhillyStat, which I think you heard about
24 this morning, and you should definitely
25 ask her for a deep dive, but she is

1 4/16/24 - WHOLE - BILL 240179, ETC.
2 assisting primarily in the Mayor's Office
3 on that.

4 She's also helping with our
5 encampments, because she is the resident
6 expert on encampments. But she has a
7 dual role from the Law Department and as
8 a Director. There is a provision in the
9 City Charter that essentially lets the
10 different departments loan out. And so
11 she's on loan to the Mayor's Office but
12 still reports to me.

13 COUNCILMEMBER YOUNG: Is she in
14 the Law Department's budget or the
15 Mayor's Office budget?

16 SOLICITOR GARCIA: She's moved
17 to the Mayor's Office budget, which is
18 not uncommon. We have lawyers on
19 different budgets. We have on DHS
20 budget, we have Water budget, we have
21 Airport budget. We have lawyers on
22 budget through that mechanism through the
23 Charter where we're kind of loaning out.
24 Revenue is also on the Revenue's budget.

25 COUNCILMEMBER YOUNG: Okay.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 Thank you.

3 Thank you, Mr. President.

4 SOLICITOR GARCIA: Thank you.

5 COUNCIL PRESIDENT JOHNSON: Any

6 of my members need an extra lawyer?

7 Y'all good?

8 COUNCILMEMBER YOUNG: I do.

9 COUNCIL PRESIDENT JOHNSON: You
10 need a couple?

11 Ms. Garcia, listen, we look
12 forward to continuing working with you to
13 move the City of Philadelphia forward.
14 Again, congratulations. Keep up the good
15 work. I'm also going to give you kudos
16 from my colleague Councilwoman Jamie
17 Gauthier, the hard work you did to help
18 her. So just keep fighting the good
19 fight. We look forward to working with
20 you. Okay?

21 SOLICITOR GARCIA: Thank you,
22 Council President. Thank you, Council.
23 We appreciate your support.

24 COUNCIL PRESIDENT JOHNSON:
25 You're welcome.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 At this time, the Chair
3 recognizes Councilmember Isaiah Thomas
4 for a motion to adjourn.

5 COUNCILMEMBER THOMAS: Thank
6 you, Council President. I move that the
7 Committee of the Whole stands in recess
8 until Wednesday morning, April 17th at
9 10:00 a.m.

10 (Duly seconded.)

11 COUNCIL PRESIDENT JOHNSON: It
12 has been moved and properly seconded that
13 the meeting and the bills and resolutions
14 before the Committee today stand in
15 recess until Wednesday, April the 17th,
16 2024 at 10:00 a.m.

17 All those in favor signify by
18 saying aye.

19 (Aye.)

20 COUNCIL PRESIDENT JOHNSON:
21 Those opposed?

22 (No response.)

23 COUNCIL PRESIDENT JOHNSON: The
24 ayes have it, and the meeting is
25 adjourned.

1 4/16/24 - WHOLE - BILL 240179, ETC.

2 - - -

3 (Committee of the Whole

4 adjourned at 4:24 p.m.)

5 - - -

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

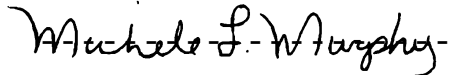
24

25

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

CERTIFICATE

I HEREBY CERTIFY that the
proceedings, evidence and objections are
contained fully and accurately in the
stenographic notes taken by me upon the
foregoing matter, and that this is a true and
correct transcript of same.



MICHELE L. MURPHY
RPR-Notary Public

(The foregoing certification of this
transcript does not apply to any reproduction
of the same by any means, unless under the
direct control and/or supervision of the
certifying reporter.)

	10:11	1.5	135	19-1300
\$	\$600,000	147:23	347:22, 23	5:8
\$100	14:21	10	351:7	19-1800
145:14	\$622,000	324:23	14	4:25
\$100-plus	318:8	100	245:13	1:02
12:10	\$64,000	21:3	15	206:19
\$182,000	216:4, 19	122:9, 23	207:25	1st
136:11	\$685,000	131:10	263:14	35:7 38:7
\$185,000	263:7	154:4	159	40:15
263:10	\$70,000	184:7	175:22	
\$2	216:20	187:24	176:3	
13:21	\$72,000	191:2	16	2
192:18	216:22	237:16	17:6 20:13	2
\$2,340,000	\$730,000	238:23, 24	272:23	71:18, 19
13:13	136:7	239:4	16th	72:25 73:7
\$2.788	\$75,000	272:3	35:6	78:25
318:3	217:6	318:7	17	128:13
\$240,000	\$85,000	100-day	15:18, 19,	2,900
333:9	217:4, 9	71:2, 3	21, 24	199:22
\$4,200		109	272:22	20
259:3	1	102:9, 18	318:22	166:23
\$5	1	10:00	170's	239:25
148:14	1	357:9, 16	328:25	302:9, 14
194:20	22:19, 20,	11	17th	200
\$500,000	22 23:2	214:22	357:8, 15	149:16, 20
320:9	61:13	113	18	318:4
\$54,000	71:22	215:3	106:8	323:10
255:13	72:21 73:9	1199C	287:20	2016
\$6	80:13	54:15	292:11	198:16
264:11	1,400	12	182,500	2017
\$6.7	225:18	43:16	136:8	329:19
149:12	1,463	106:8	184	2020
\$6.8	211:22	214:22	328:8, 25	215:16
133:16	1,874	241:20	19	2021
\$6.9	102:8	242:8	13:20	215:17
133:16	1.1	273:4	32:24	2022
\$60	241:11	12,000	33:10, 12	199:18
	242:16, 19	291:10	332:23	2023
	243:2, 4			302:7, 9

2024	24/7	72:1 73:1	128:1	170:1
5:25	171:6	74:1 75:1	129:1	171:1
180:19	24/7/365	76:1 77:1	130:1	172:1
302:12	63:15	78:1 79:1	131:1	173:1
357:16	174:6	80:1 81:1	132:1	174:1
2025	240179	82:1 83:1	133:1	175:1
4:23 5:14,	2:1, 8 3:1	84:1 85:1	134:1	176:1
18, 23	4:1, 21 5:1	86:1 87:1	135:1	177:1
6:13, 15	6:1 7:1	88:1 89:1	136:1	178:1
8:18	8:1 9:1	90:1 91:1	137:1	179:1
207:22	10:1 11:1	92:1 93:1	138:1	180:1
315:21	12:1 13:1	94:1 95:1	139:1	181:1
2026	14:1 15:1	96:1 97:1	140:1	182:1
198:13, 18	16:1 17:1	98:1 99:1	141:1	183:1
2027	18:1 19:1	100:1	142:1	184:1
329:19	20:1 21:1	101:1	143:1	185:1
2029	22:1 23:1	102:1	144:1	186:1
5:24	24:1 25:1	103:1	145:1	187:1
2030	26:1 27:1	104:1	146:1	188:1
5:18 6:16	28:1 29:1	105:1	147:1	189:1
21	30:1 31:1	106:1	148:1	190:1
102:14	32:1 33:1	107:1	149:1	191:1
239:24	34:1 35:1	108:1	150:1	192:1
264:13	36:1 37:1	109:1	151:1	193:1
287:20	38:1 39:1	110:1	152:1	194:1
22	40:1 41:1	111:1	153:1	195:1
276:24	42:1 43:1	112:1	154:1	196:1
22nd	44:1 45:1	113:1	155:1	197:1
173:23	46:1 47:1	114:1	156:1	198:1
23	48:1 49:1	115:1	157:1	199:1
245:11	50:1 51:1	116:1	158:1	200:1
292:11	52:1 53:1	117:1	159:1	201:1
24	54:1 55:1	118:1	160:1	202:1
17:5, 8	56:1 57:1	119:1	161:1	203:1
20:13	58:1 59:1	120:1	162:1	204:1
161:7	60:1 61:1	121:1	163:1	205:1
241:20	62:1 63:1	122:1	164:1	206:1
242:8, 21	64:1 65:1	123:1	165:1	207:1
273:20	66:1 67:1	124:1	166:1	208:1
	68:1 69:1	125:1	167:1	209:1
	70:1 71:1	126:1	168:1	210:1
		127:1	169:1	211:1

212:1	254:1	296:1	338:1	26
213:1	255:1	297:1	339:1	240:5
214:1	256:1	298:1	340:1	301:20
215:1	257:1	299:1	341:1	302:15
216:1	258:1	300:1	342:1	27
217:1	259:1	301:1	343:1	204:19
218:1	260:1	302:1	344:1	28, 266, 870
219:1	261:1	303:1	345:1	317:25
220:1	262:1	304:1	346:1	29
221:1	263:1	305:1	347:1	227:14, 18
222:1	264:1	306:1	348:1	2:00
223:1	265:1	307:1	349:1	84:6
224:1	266:1	308:1	350:1	206:17
225:1	267:1	309:1	351:1	2:10
226:1	268:1	310:1	352:1	206:20
227:1	269:1	311:1	353:1	
228:1	270:1	312:1	354:1	
229:1	271:1	313:1	355:1	
230:1	272:1	314:1	356:1	
231:1	273:1	315:1	357:1	3
232:1	274:1	316:1	240180	3
233:1	275:1	317:1	2:8 4:24	78:25
234:1	276:1	318:1	240181	127:22
235:1	277:1	319:1	2:9 5:13	128:13
236:1	278:1	320:1	240182	147:22
237:1	279:1	321:1	2:9 5:16	3,000
238:1	280:1	322:1	240193	320:13
239:1	281:1	323:1	2:10 5:19	3-1-1
240:1	282:1	324:1	24th	62:9, 15,
241:1	283:1	325:1	25:7 26:5	22, 25
242:1	284:1	326:1	25	63:2, 6, 12,
243:1	285:1	327:1	212:7	24 65:4
244:1	286:1	328:1	228:20	136:14, 19
245:1	287:1	329:1	292:11	171:4
246:1	288:1	330:1	250	3.45
247:1	289:1	331:1	237:13	318:3
248:1	290:1	332:1	25th	30
249:1	291:1	333:1	35:4 36:7,	49:19
250:1	292:1	334:1	14	204:19
251:1	293:1	335:1		233:21
252:1	294:1	336:1		244:22
253:1	295:1	337:1		250:9

278:5	36:1 37:1	110:1	152:1	194:1
287:22, 25	38:1 39:1	111:1	153:1	195:1
288:7	40:1 41:1	112:1	154:1	196:1
34,000	42:1 43:1	113:1	155:1	197:1
227:16, 17	44:1 45:1	114:1	156:1	198:1
35	46:1 47:1	115:1	157:1	199:1
292:9	48:1 49:1	116:1	158:1	200:1
360	50:1 51:1	117:1	159:1	201:1
108:21	52:1 53:1	118:1	160:1	202:1
109:22	54:1 55:1	119:1	161:1	203:1
110:12, 16	56:1 57:1	120:1	162:1	204:1
139:22	58:1 59:1	121:1	163:1	205:1
316:3	60:1 61:1	122:1	164:1	206:1
3:00	62:1 63:1	123:1	165:1	207:1
242:4	64:1 65:1	124:1	166:1	208:1
	66:1 67:1	125:1	167:1	209:1
	68:1 69:1	126:1	168:1	210:1
4	70:1 71:1	127:1	169:1	211:1
4	72:1 73:1	128:1	170:1	212:1
127:22	74:1 75:1	129:1	171:1	213:1
128:13	76:1 77:1	130:1	172:1	214:1
4,000	78:1 79:1	131:1	173:1	215:1
227:16	80:1 81:1	132:1	174:1	216:1
4/16/24	82:1 83:1	133:1	175:1	217:1
2:1 3:1	84:1 85:1	134:1	176:1	218:1
4:1 5:1	86:1 87:1	135:1	177:1	219:1
6:1 7:1	88:1 89:1	136:1	178:1	220:1
8:1 9:1	90:1 91:1	137:1	179:1	221:1
10:1 11:1	92:1 93:1	138:1	180:1	222:1
12:1 13:1	94:1 95:1	139:1	181:1	223:1
14:1 15:1	96:1 97:1	140:1	182:1	224:1
16:1 17:1	98:1 99:1	141:1	183:1	225:1
18:1 19:1	100:1	142:1	184:1	226:1
20:1 21:1	101:1	143:1	185:1	227:1
22:1 23:1	102:1	144:1	186:1	228:1
24:1 25:1	103:1	145:1	187:1	229:1
26:1 27:1	104:1	146:1	188:1	230:1
28:1 29:1	105:1	147:1	189:1	231:1
30:1 31:1	106:1	148:1	190:1	232:1
32:1 33:1	107:1	149:1	191:1	233:1
34:1 35:1	108:1	150:1	192:1	234:1
	109:1	151:1	193:1	235:1

236:1	278:1	320:1	45	657
237:1	279:1	321:1	292:9	125:5
238:1	280:1	322:1		67
239:1	281:1	323:1	5	322:22
240:1	282:1	324:1	5	675
241:1	283:1	325:1	24:18, 23	93:11
242:1	284:1	326:1	25:25	102:10
243:1	285:1	327:1	35:17	125:4, 16
244:1	286:1	328:1	127:22	685,000
245:1	287:1	329:1	128:13	263:13
246:1	288:1	330:1	148:13, 18	
247:1	289:1	331:1	5,000	7
248:1	290:1	332:1	56:2	70
249:1	291:1	333:1	5.3	16:18
250:1	292:1	334:1	200:10	218:21
251:1	293:1	335:1	50	302:11, 13,
252:1	294:1	336:1	56:7	14 306:25
253:1	295:1	337:1	174:21	70s
254:1	296:1	338:1	238:7, 22	325:13
255:1	297:1	339:1	292:9	71
256:1	298:1	340:1	302:7, 8	199:21
257:1	299:1	341:1	500	75
258:1	300:1	342:1	246:18	225:12
259:1	301:1	343:1	247:8, 19,	238:7, 22
260:1	302:1	344:1	21 311:5	254:4
261:1	303:1	345:1	500,000	790
262:1	304:1	346:1	322:23	246:24
263:1	305:1	347:1	54	
264:1	306:1	348:1	189:20	8
265:1	307:1	349:1		80
266:1	308:1	350:1	6	16:18
267:1	309:1	351:1	60	225:12
268:1	310:1	352:1	11:12	80s
269:1	311:1	353:1	244:6, 8	325:13
270:1	312:1	354:1	250:9	85
271:1	313:1	355:1	600	214:17
272:1	314:1	356:1	125:2	254:4
273:1	315:1	357:1	64	8th
274:1	316:1	40	41:13	
275:1	317:1	233:21		
276:1	318:1	292:9		
277:1	319:1			

327:19	87:14	289:11	334:3	287:3
	95:22	290:8, 23	ACES	active
9	110:15	299:24	277:21, 23,	254:9
9-1-1	120:18, 21	308:4	24	actively
64:3	137:19	accessible	achieve	121:8
90	139:16	146:20	226:17	335:24
250:10	170:21	147:22	298:12	342:13
297:6	193:13	accessing	316:10	Activity
95	251:21	288:13	acknowledge	321:24
125:11	321:25	accidents	42:22 62:2	acts
98	332:19	66:21	88:21	295:11, 13
215:17	334:6	accommodate	186:18	actual
	335:22	237:25	acknowledge	12:20
A	336:4, 11	accompanied	d	30:13
a.m.	342:22	208:5	79:13	34:11 44:2
357:9, 16	347:10	accomplish	ACLU	72:15 74:4
abated	abuse	26:2 34:21	346:25	76:14
33:3, 4	222:13	accomplishi	act	125:8
ability	224:8, 12	ng	166:2	146:5, 6
61:9	277:5, 9	244:13	197:6	153:3
210:12	academic	account	249:11	154:5, 21,
219:5	105:7	76:19	347:21, 23	22 161:17
238:2	accelerate	accountabil	351:7	164:3, 10
258:13	148:22	ity	353:13	184:2
303:23	149:20	61:10	acting	241:6
308:25	accept	119:15	285:9	264:12
317:19	73:19	276:17	296:3	289:16
Abraham	75:19 79:3	accountable	action	315:2
311:8	acceptable	110:17	62:12	342:4
absolutely	327:20	295:11	63:12	ADA
7:18 12:5	access	334:24	106:11	353:17, 19
13:2 16:21	66:8 82:17	ACCT	175:18	Adam
31:11 38:9	114:11, 14	132:14	330:5	7:9, 14, 24
50:7, 17, 25	141:18	133:17, 24	actions	9:21, 22
59:10	196:5, 12,	134:13, 19	64:19	30:6, 7, 8, 9
62:25 72:8	16 197:20	accurate	72:15	35:12
73:17, 22	198:2, 7	132:8	106:3	38:20
76:10	204:20	147:24	144:2	44:15
77:18	211:6	155:20	276:7	98:21
	213:11			119:23, 25

180:11, 12	167:20	251:15	50:11	272:9
Adara	170:15	262:10	71:2, 25	289:21
27:13 28:3	additional	263:2	73:11 78:5	293:7
44:15	20:10	285:22	79:12 82:4	adult-based
add	31:23 34:5	317:14	113:22	178:24
29:12 40:2	55:12	320:2	135:4	adulthood
65:15	85:11	329:16	143:8	211:11
103:11	86:4, 16	addressed	171:16	adults
108:18	92:23	171:7	203:2	221:16
144:22	93:19, 20	173:2	206:13	226:9
208:24	128:12	334:18	312:15	227:16, 17
238:5	134:17	addressing	313:8	260:25
add-on	166:7, 10	9:12, 15	322:14	275:16
159:16	179:9	12:2, 14, 20	337:8	290:20
added	190:16	30:2 31:2	Administrat	298:6
87:12	191:23	153:3	ion's	advance
addicted	212:25	222:5	180:25	303:23
254:12	215:6	226:8	Administrat	advantage
addiction	219:7	249:3	ions	56:6 78:13
78:7 79:16	231:12, 14	adjourn	187:9	adverse
117:21, 24	232:7	357:4	188:4	277:19
121:21	242:23	adjourned	administrat	278:6
122:14	343:16	357:25	ive	advice
224:12, 16	additions	adjudicatio	31:24	234:12
228:17	67:11	n	212:12	330:21
addictions	address	245:2	341:7	354:18
103:17	12:16	adjust	admiring	advisory
addicts	16:18	49:13, 24	110:13	173:4, 12
112:11	20:15 27:7	adjustment	admit	175:10, 15
adding	30:21 68:2	50:4	325:4	176:14, 16
86:16	90:3, 25	Admin	adopt	advocacy
167:2	99:5 107:9	124:19	4:22 5:14,	27:14
168:12	113:8	352:12	17	29:24
addition	141:6	353:2	adult	40:12
34:2, 23	152:12	Administrat	212:24	142:18
37:18	157:25	ion	227:11, 14	179:2
41:2, 20	181:6	7:8 12:9	239:18	219:6
68:16	186:17	20:25 21:2	240:4	256:3
108:20	218:18	39:19	250:18	292:16
	228:11		253:23	
	249:19			

300:21	affected	351:25	agency's	agrees
advocate	143:15	age	249:2	193:13
20:4 26:25	affection	124:2	aggression	350:24
29:4 30:13	278:22	234:7, 8	274:6	ahead
31:16	279:2	250:15	aggressive	39:13
48:16, 19	affects	287:2, 19,	208:21	42:21
134:25	49:9, 10	20 288:4	302:4	57:23
140:20	affirm	aged	aggressivel	118:14
142:3	152:5	260:4	y	143:4
157:4	affirmative	287:23	106:19	241:3
163:23	323:21, 22	agencies	agility	301:15
220:19	330:5	32:20 36:5	203:9	315:14
262:19	334:9	37:21	aging	324:3
266:6	affirmative	38:3, 16	288:17	Ahmad
269:13	ly	41:23, 24	agree	3:25 4:2
298:11	351:5	80:2 90:22	62:25 70:2	83:22, 23
299:13	afford	100:24	92:22	85:15 87:5
327:21	248:10	108:25	134:12	88:3 89:23
337:22	307:6	119:5	139:7, 9	90:23
advocated	affordable	127:11, 18	153:25	91:18
178:16	289:12	138:5, 24	155:7	157:15, 16
260:19	Afghanistan	165:17	160:8	159:6
advocates	204:18	190:18	184:7	161:4
141:4	African	191:22	188:6	163:8, 15,
209:14	284:13	203:17	235:20	21 165:3
224:23	afternoon	215:16	262:11	166:3
297:18	6:20	216:16, 23	272:22	167:4
298:4, 18	207:13	217:13	274:8, 19	168:13, 16
299:5, 9,	236:24, 25	225:2	286:18	263:19, 20,
10, 20	242:4, 5	227:24	agreed	24 264:4
advocating	263:22, 23	237:23	48:5	265:6, 12
20:9 44:5	286:15	258:10, 16	152:14	266:2, 12
177:7	301:7, 8	264:12	158:23	267:13
178:4, 10	313:24	290:16	agreement	269:25
Affairs	315:17	agency	6:5 171:19	270:6, 9, 15
90:2, 9, 18	324:18	38:5	217:21	271:4, 10
153:12	330:16	137:20	288:12	324:15, 16
201:7	345:8	139:21	agreements	326:23
affect	349:15	204:14	330:23	327:11, 14
101:3		265:4		329:3, 9
				331:3

aid 331:17	246:15, 22 247:2, 15	America 119:21 208:18 219:21	108:19 109:2, 4, 8 110:9	47:6, 11 anti-racism 343:18 344:6
air 330:3	Allies 201:12, 15	American 215:24 284:13 353:13	analyzing 82:25	anti-violence 161:5 162:5 163:11
Airport 355:21	allocated 32:6, 16 133:17, 19	amount 10:10 33:18 46:22 55:24 87:12	and/or 224:15 230:22, 23 262:9 268:19 289:12 291:6 351:6	anticipated 25:8 49:12 240:21
alarming 240:24	allocation 230:5	amount 10:10 33:18 46:22 55:24 87:12	animal 132:23 157:19 158:23 159:19	anticipatin g 241:8
Alba 185:17	allowed 203:8	amount 10:10 33:18 46:22 55:24 87:12	animals 158:3, 7, 10, 11 159:13, 22, 23	any more 186:11 236:8
albeit 193:21	allowing 348:4	amount 10:10 33:18 46:22 55:24 87:12	animals 158:3, 7, 10, 11 159:13, 22, 23	apologize 135:10 292:16 333:2
Ali 222:18	alternative 244:20 341:17	amount 10:10 33:18 46:22 55:24 87:12	animals 158:3, 7, 10, 11 159:13, 22, 23	Apparently 342:15
Ali's 221:24	alternative s 244:21 245:6, 22	amount 10:10 33:18 46:22 55:24 87:12	animals 158:3, 7, 10, 11 159:13, 22, 23	appeals 320:14
aligned 217:3 222:17	amazes 157:21	amount 10:10 33:18 46:22 55:24 87:12	animals 158:3, 7, 10, 11 159:13, 22, 23	appetite 54:22
aligning 16:10, 15 121:4, 5, 7	amazing 177:5 178:9 201:6 255:11	amount 10:10 33:18 46:22 55:24 87:12	announced 191:9	applaud 252:21
alignment 223:16	amazing 177:5 178:9 201:6 255:11	amount 10:10 33:18 46:22 55:24 87:12	announcemen t 175:24	applause 297:13 312:17 314:18, 20
aligns 208:16	ambassadors 14:6	AMP 230:5, 23 231:8, 13 232:5, 10 233:20 234:13, 21	announcemen t 175:24	
alive 108:13	ambitious 319:22, 23	AMP 230:5, 23 231:8, 13 232:5, 10 233:20 234:13, 21	annual 126:13	
all-star 281:16	amending 4:25 5:7	AMP 230:5, 23 231:8, 13 232:5, 10 233:20 234:13, 21	anoint 49:3	
Allen 231:5, 7 232:3 234:18 265:23 266:3	amendments 322:4	AMP 230:5, 23 231:8, 13 232:5, 10 233:20 234:13, 21	answers 106:6 140:9 156:19	
alleviate 31:3	amenities 196:6	AMP 230:5, 23 231:8, 13 232:5, 10 233:20 234:13, 21	Anti-drug/ anti-violence	

application 22:12	approached 7:11 9:23	84:17	181:15	175:4
application s 22:4,15	29:18	area 10:11 25:9	211:19	274:19
apply 97:4,5	207:5	71:15,21	234:23	287:15
167:11	231:25	93:7	241:24	295:9
317:13	313:19	143:12	242:12	aspects 105:19
applying 311:2	330:10	197:2	244:23	148:11
316:8	344:21	223:4	arrested 76:18,25	assembled 85:23
appoint 48:21	349:12	257:12	117:20	Assembly 333:19
appointed 31:21	approaching 152:19	338:19	118:9	assess 175:15,16
48:25	appropriate d 17:5 20:11	areas 12:15	211:15	assessed 139:20
81:7,17	35:18	25:16	241:19	asset 105:13
306:13	200:13	58:25	243:18	assigned 138:25
350:16	appropriati ons 38:25	77:10	245:12	246:6
appointing 341:23	39:3,21	86:25	270:4,13	268:19
appreciated 182:7	132:22	144:3,4	273:15	310:22
apprentices hip 55:8	178:14	259:8	arresting 71:21	assigning 310:7,8,9
approach 10:14	approval 5:20	305:18	arrival 129:19	assist 18:19
119:12	approve 119:12	330:3	article 53:16	assistance 42:4
122:7	approved 133:7	arguably 105:21	307:16,18	212:16
152:16,22	332:9	205:12	arts 178:8	Assistant 231:6
156:19	341:3	argued 340:14	192:16,18,	assisting 200:3
219:16	approximate ly 10:10	arms 200:2	21 193:3,	330:2
276:16	April 35:7	285:21	9,13	355:2
281:2	173:23	Aronchick 333:2	194:25	Association 6:21
283:25	357:8,15	arraignment 241:20	ashamed 284:3	207:16,20,
285:12	architectur al	242:9,21,	asks 99:12	
310:7		24	136:6	
		arrangement s 74:2	264:25	
		arrest 20:16	aspect 108:24	
			118:17	
			155:22	
			156:10	

23 213:20	21:24	118:6	319:19	16 247:13
218:2, 20	asylum	165:2, 16	320:9	248:23
220:13	199:20, 22	216:19	331:16	awarded
221:3	at-risk	220:16	335:23	161:11
223:18	52:6	264:19	341:19	aware
231:7	attack	attorney-	343:17	25:15
237:13, 16	181:22	client	344:15	91:10, 13
239:3	184:17	226:19	345:17, 21	108:9
245:16	attempt	attorney-	346:2, 5, 16	124:19
252:7	29:5 72:23	to-client	attract	143:24, 25
264:23	attendance	221:16	317:19	144:7, 11
265:2	2:12	attorneys	attracting	214:5
297:9	attended	209:3	236:9, 10	Awesome
300:22	183:14	212:7	Aubrey	177:24
301:14	attending	213:19, 21	8:10	aye
304:19	229:23	215:6, 19,	augment	357:18, 19
307:13	attention	21, 22	134:11	ayes
assumes	65:5 93:19	216:2, 14,	aunt	357:24
166:16	248:15, 19	20 222:24	188:16	
assuming	332:22	223:5	Auntie	B
177:10	attorney	225:9, 10,	188:15	back
assumption	6:25	19 235:7	Authority	13:4 16:6,
77:21	120:16	237:7, 14	6:4, 7	25 24:3
assumptions	212:11	238:5, 14,	Authorizati	49:25 51:8
105:5	217:15, 18	15 239:25	on	57:8
assurance	225:16, 17	242:23	5:3	58:15, 19
342:25	226:2	253:12, 15,	authorized	60:15 88:4
assurances	238:17	25 254:24	5:6	102:4
128:8	254:5	255:5	Avenue	111:10
assure	256:23	257:6, 19	125:10	112:25
133:24	257:9	269:22	average	114:7, 21
141:3	304:11	301:19, 21	136:8, 11	130:15
194:16	306:19	302:9, 10,	avoid	131:9
assured	337:21	14, 15, 16	212:21, 23	135:7
68:10	341:23, 24	303:9	await	136:23
137:18	342:9	304:18	215:10	142:4
192:4	Attorney's	305:2, 11,	awaiting	145:12
197:17	6:23 43:5	15, 21	244:8, 15,	163:6, 20
astute	117:18	306:5, 23		170:21
		310:9		171:10
		316:3		

190:12	273:11	183:8, 9	193:6	189:12
191:14	276:23	243:6	279:6	begins
193:17	279:5	352:17	beauty	71:17
194:5	294:15	basic	226:19	287:22, 25
198:14, 18	337:9	226:10	bed	begun
202:9	bag	325:23	115:12, 13,	49:16
204:7	156:25	basically	16 117:3	behalf
210:18	bail	41:16	126:18	31:15
224:17	247:11, 12	203:18	228:8	41:17
228:16	248:10, 11	basis	beds	72:17
229:3, 6	266:6	128:25	80:9	157:6
234:10	balance	241:24	102:9, 18	273:2, 3
235:10	151:13	basketball	104:18	279:14
239:8, 13	187:20	123:21	107:15	315:9
245:21	197:19	Bass	111:11, 19,	316:9
250:11	276:5	3:7 62:3	21 112:14	317:11
253:13	327:7	236:21	115:14	327:21
261:4	352:17	237:2, 8	116:3, 14,	behavioral
272:25	balancing	238:19	25 117:2, 8	76:17
277:3, 8,	197:6	239:5, 15,	153:6	117:24
11, 13	ball	19 240:6, 9	beefs	161:21
312:12	333:18	247:25	47:7	266:14
313:3, 6, 24	Baltimore	250:17	beg	267:17
321:17, 20	217:8	251:7, 20	292:3	beholden
340:23	Band-aid	252:2	began	321:9
343:11	252:24	259:18, 21	31:19, 20	behoove
349:20	bargaining	261:25	41:5	159:14
back-office	217:20	262:15, 20,	begging	beings
18:2 21:5	barriers	25 263:15,	265:9	254:4
background	75:13	18 271:12,	begin	belief
34:11	343:20	18, 22	7:20 72:3	67:4
50:19, 20	base	batch	74:2	believed
286:5	259:7	41:14	207:12	102:13, 14
backgrounds	based	battery	314:9	believer
305:12	117:21	266:24	315:14	120:6
backwards	133:18	bear	beginning	believes
113:5	166:15	225:2	61:8 87:22	69:15
179:8	172:21	beautiful	94:5 105:9	193:15
203:13	173:6	182:13	128:7	
bad				

bell	338:15, 16	60:1 61:1	122:1	164:1
80:21	bigger	62:1 63:1	123:1	165:1
100:10	171:21	64:1 65:1	124:1	166:1
180:10	biggest	66:1 67:1	125:1	167:1
247:24	69:24	68:1 69:1	126:1	168:1
belongings	198:15	70:1 71:1	127:1	169:1
74:21, 25	259:13	72:1 73:1	128:1	170:1
76:3 98:3	bike	74:1 75:1	129:1	171:1
Ben	68:15, 16,	76:1 77:1	130:1	172:1
297:2	17, 18	78:1 79:1	131:1	173:1
benefit	bill	80:1 81:1	132:1	174:1
173:25	2:1 3:1	82:1 83:1	133:1	175:1
175:5	4:1, 21, 24	84:1 85:1	134:1	176:1
212:10	5:1, 13, 16	86:1 87:1	135:1	177:1
316:15	6:1 7:1	88:1 89:1	136:1	178:1
benefits	8:1 9:1	90:1 91:1	137:1	179:1
59:20	10:1 11:1	92:1 93:1	138:1	180:1
87:4, 15	12:1 13:1	94:1 95:1	139:1	181:1
236:6	14:1 15:1	96:1 97:1	140:1	182:1
255:19	16:1 17:1	98:1 99:1	141:1	183:1
288:13	18:1 19:1	100:1	142:1	184:1
303:21	20:1 21:1	101:1	143:1	185:1
Bethel	22:1 23:1	102:1	144:1	186:1
30:12	24:1 25:1	103:1	145:1	187:1
111:13	26:1 27:1	104:1	146:1	188:1
Bethel's	28:1 29:1	105:1	147:1	189:1
111:3	30:1 31:1	106:1	148:1	190:1
213:7	32:1 33:1	107:1	149:1	191:1
beverage	34:1 35:1	108:1	150:1	192:1
88:8, 12	36:1 37:1	109:1	151:1	193:1
big	38:1 39:1	110:1	152:1	194:1
8:24	40:1 41:1	111:1	153:1	195:1
117:11	42:1 43:1	112:1	154:1	196:1
192:6	44:1 45:1	113:1	155:1	197:1
198:11	46:1 47:1	114:1	156:1	198:1
208:17, 23	48:1 49:1	115:1	157:1, 5	199:1
235:22	50:1 51:1	116:1	158:1	200:1
267:25	52:1 53:1	117:1	159:1	201:1
295:18	54:1 55:1	118:1	160:1	202:1
335:5, 7	56:1 57:1	119:1	161:1	203:1
	58:1 59:1	120:1	162:1	204:1
		121:1	163:1	205:1

206:1	248:1	290:1	332:1	181:5
207:1	249:1	291:1	333:1, 9	189:11
208:1	250:1	292:1	334:1, 8	253:10
209:1	251:1	293:1	335:1	285:24
210:1	252:1	294:1	336:1	301:18
211:1	253:1	295:1	337:1, 4, 25	330:13
212:1	254:1	296:1	338:1	341:13
213:1	255:1	297:1	339:1	351:4
214:1	256:1	298:1	340:1	Black
215:1	257:1	299:1	341:1	208:21
216:1	258:1	300:1	342:1	214:17
217:1	259:1	301:1	343:1	215:25
218:1	260:1	302:1	344:1	216:13
219:1	261:1	303:1	345:1	245:18
220:1	262:1	304:1	346:1	261:18
221:1	263:1	305:1	347:1	294:5
222:1	264:1	306:1	348:1	302:10
223:1	265:1	307:1	349:1	Bless
224:1	266:1	308:1	350:1	300:24
225:1	267:1	309:1	351:1	blighted
226:1	268:1	310:1	352:1	350:6
227:1	269:1	311:1	353:1	blipped
228:1	270:1	312:1	354:1	328:22
229:1	271:1	313:1	355:1	block
230:1	272:1	314:1	356:1	67:5 69:16
231:1	273:1	315:1	357:1	71:20
232:1	274:1	316:1	billion	312:3
233:1	275:1	317:1	264:11, 13	blocked
234:1	276:1	318:1	bills	196:15
235:1	277:1	319:1	2:8 6:11	blocks
236:1	278:1	320:1	258:21	169:13
237:1	279:1	321:1	340:10	blood
238:1	280:1	322:1	357:13	37:5
239:1	281:1	323:1	biohazard	Blueprint
240:1	282:1	324:1	37:12	51:14
241:1	283:1	325:1	bipolar	board
242:1	284:1	326:1	280:4, 6	5:4 97:18
243:1	285:1	327:1	bit	130:7
244:1	286:1	328:1	84:14	155:12, 15
245:1	287:1	329:1	111:10	
246:1	288:1	330:1		
247:1	289:1	331:1		

173:4, 13	boots	194:14	127:18	13:12, 21
175:15	47:12	bright	148:9	20:5, 7
176:5, 14,	boots-on-	37:2	broken	24:18 28:5
16, 17	the-ground	brightest	113:4	38:7 44:20
187:2	17:23	317:20	252:25	45:2 63:9
239:24	20:20 21:6	bring	258:11	86:14
298:19	49:17	11:20	Brooks	89:11
304:18	bottom	14:6, 7, 9	4:7	136:2, 6
320:14	150:10	21:18 51:8	brought	145:15
326:14	293:13	86:4, 12	14:21	146:7
body	boy	155:25	21:21	147:4
31:20 32:5	188:17	231:20	23:17	148:15
36:19	boys	238:6	39:22	149:6
42:24 50:2	245:18	249:20	50:15	156:20
97:21	286:6	266:19	182:21	176:8
152:19	brain	280:12	247:6	183:9
206:11	273:19	297:20	249:18	189:6
218:11	branch	298:3	brown	194:20
220:11	118:20	321:17, 19	208:22	200:19
243:11	branches	327:9	216:2, 14	206:3
261:23	119:7, 9	bringing	294:9	207:22, 25
264:21	brand	14:25	302:10	208:8, 12
292:6	88:20	28:13	browse	212:5
315:9	137:16	49:25	282:22	215:12
bold	140:11	50:22	brush	220:20
155:4	Bray	86:15	18:6	230:4
264:21	109:24	154:19	bucket	236:16
292:6	354:19	194:15	64:6	237:19
bolstering	breadth	209:2	182:12	239:22
298:8	52:16	218:13	buckets	241:3
bombarded	break	235:22	101:25	251:11
195:25	195:11	248:14	Bucks	259:7
bombing	252:12, 19	300:19	187:16	263:6
305:17	294:13	302:22	budget	264:25
books	breaking	broad	4:22 5:15	266:17, 19,
96:24	107:23, 24	12:11 18:6	8:19 9:14	21 267:25
boost	briefly	202:18	10:7, 10,	283:13, 15
331:21	29:21	broader	12, 24	295:4
boosting		90:12	11:12	299:4
317:12		105:20		315:21
				317:25
				319:11, 12,

19 320:2	318:20	172:19	calibrated	68:19
324:9	building	bureaucracy	106:25	camera
325:17	21:11 54:3	140:15	call	181:15
332:23	55:9 63:9,	289:8	2:12 7:7	camp
355:14, 15,	11, 18	burn	20:19	123:21
17, 20, 21,	64:15 93:2	253:18, 21	64:23	candidate
22, 24	94:3, 4	bus	87:15	258:8
budget allo	95:20	199:19	152:20	candidates
cation	107:10	275:19	188:15	174:21
297:25	108:21	342:3	203:19	216:8
budgeted	109:3, 9	buses	204:17	candidly
331:16	126:16	199:21	206:25	89:2 93:14
budgeting	137:20	business	208:14	103:22
146:22	142:17	139:5	227:2	CAO
budgets	144:25	184:15	244:19	192:8
119:13	145:2, 7	185:3, 6	255:8	205:22
138:23	154:16, 18	191:6, 7	260:24	capabilitie
355:19	170:7	207:9	313:11	s
build	204:3, 9	311:24	325:4	109:2
19:13 65:3	275:2	320:18, 19,	329:21	110:20
93:23	354:22	20, 21	338:2, 10	206:2
106:21	buildings	321:4	344:18	capability
107:17	87:20, 21	businesses	346:20	63:19 86:5
108:17	126:11	9:5 191:11	349:8	171:5
115:21, 22	155:24	319:3, 13	called	205:7
116:8	198:6	bussing	4:18	288:15
117:14	built	200:10, 15	108:11	capable
139:17	81:16	busy	177:9	173:4
148:9	117:14	105:18	248:11	capacity
154:13, 25	140:12	202:18	254:3	21:11
155:2	316:22	button	261:2	40:16 78:6
156:11	325:12	135:17	277:2	79:14, 18
171:5	bump	180:21	324:22	82:19 93:3
174:16	69:16	buy	calling	101:2
212:25	bumps	159:8	112:22	104:23
256:7	67:7		calls	107:14
257:17	bunch	c	235:12	108:14, 23
258:4	140:13	cabinet	241:19	109:4
260:10	burden	184:13, 14	320:20	116:14
262:3	168:11		calming	

126:18, 19	98:2	21 245:12	338:23	celebrating
159:2	107:18	247:9	339:6	285:16
190:17	113:11, 25	case	349:17, 24	center
191:23	116:20	44:7 78:18	caseworkers	26:10, 13
205:6	132:24	215:2, 10	141:14	36:16
213:2, 16	142:10	243:17, 19	cash	40:7, 8
214:12	145:7	299:14	59:23 60:3	96:4 104:5
241:4	147:13	310:14	Castille	111:5
323:11, 12	157:19	312:6	311:7	140:10, 12
329:16	158:23	318:6	catalyze	187:4
capital	160:20	330:6	106:2	200:11
5:14, 17	168:5	333:10	155:4	209:12
6:12, 14, 15	207:9	340:7	categories	213:12
8:10 84:11	210:23	341:5	115:14	214:19, 23
85:7, 22	222:3	caseload	category	241:18
89:6, 15	266:15	213:22	117:3	243:25
137:5, 6, 11	career	225:10, 25	CAU	244:8
138:6	53:25	237:18, 25	297:19	246:22
145:14	57:18	238:16, 22	caucus	248:18
148:8, 10,	careers	239:2	122:13	272:19
11 149:22	52:8 316:5	256:22	123:18	284:8
154:5	carefully	caseloads	157:4	327:19
155:23	243:12	213:19	186:25	centers
174:9	cares	225:21	187:7	85:16
191:20, 25	40:9 42:4	230:25	207:8	103:9, 15,
332:7	186:13	253:15	caught	16 140:4, 5
capture	CARIE	345:21	114:16	146:24
45:24	40:9	cases	181:14	150:8, 22,
car	Carlton	85:10	234:9	24 154:6
262:5	58:17	141:15, 19,	294:20	240:21
274:22	carried	24 191:19	CBT	243:8
card	85:14	238:6, 8	161:16, 24	244:24, 25
338:11	Carroll	248:12	162:4	331:23
care	8:4 70:4	254:25	163:4	CEO
28:19	carrot	255:4	CDC	131:5, 6
33:24	111:14	266:21	124:8, 21	cetera
42:15	carrying	267:6	Cecil	331:23
79:16	213:21	306:17	140:10	chain
82:17	225:9, 12,	307:22		56:2
93:25 96:5		320:13		Chair
		337:14		

38:25	63:5	chances	Charter	223:7, 17,
39:21	116:12, 15	211:14	355:9, 23	21, 24
61:20	216:13, 25	286:20	charting	224:9, 22,
70:15	235:21	291:20	151:7	23 225:5, 6
83:21	243:19	change	check	227:8
91:25	276:21	123:24	45:4	244:25
101:17	340:8	156:22	135:20	246:7, 12
123:7	challenged	165:9	341:15, 16	256:3
129:2	52:25	176:25	checking	261:8
131:17	242:2	196:10	82:25	278:12, 15
135:14	challenges	198:3	checks	285:7
146:11	23:16	209:17	327:7	291:21, 24
157:14	50:12	243:3, 5	cheerleader	345:10
172:12	62:16	251:13	185:21	346:6
188:24	63:24 92:9	275:6	cheese	347:6
194:10	94:12	311:9	284:9	childcare
195:12	96:12	327:12	chemicals	290:23
199:8	99:3, 4	334:12, 23	330:9	291:7
229:17	101:9	336:3	Cherelle	childhood
240:9, 12	115:24	changed	188:15	277:19
247:24	120:9	103:12	Chicago's	278:6
251:22	169:5	305:14	62:15	children
252:6	190:24	changing	chief	8:8 23:3
263:18, 21	192:9	176:10	8:7 9:20	25:20
271:6, 14,	205:8	Chapter	50:16 57:9	44:24
17 279:19	214:7	4:25 5:7	88:11	45:15 57:4
286:10	230:12	charge	98:14, 20	177:3, 13,
318:13	284:23	40:8	119:2	18, 23
324:14	303:8, 11	241:25	203:22	180:2
329:21	316:11	242:6	207:4, 15,	208:22
330:18	317:23	284:5	19 240:13	210:8, 18,
331:7	challenging	291:3	302:2	22 211:18,
336:15	209:9	charged	304:21	20, 22
347:17	chamber	33:22	343:23	212:14
351:22	184:15	260:25	349:8	214:2, 21,
354:9	chance	charges	354:15, 20	22, 25
357:2	71:16	230:21	child	215:3, 9
Chairman	226:14	251:4	208:20	221:19, 25
39:4 43:9	286:7	chart	219:6	222:6, 9
220:18	289:23, 24	354:21		224:8, 14,
challenge				17, 24

225:18	citizens	132:2	242:18	317:22
227:17	32:19	133:4, 5,	247:5	344:9
249:24	120:14	12, 14, 25	256:5	349:22
250:2, 20,	city	134:24	258:12	citywide
22, 24, 25	5:10, 21, 22	137:19	259:3, 10,	16:7 36:10
251:3	6:6 7:23	139:25	16 262:22	93:12, 13
261:5, 16,	8:24 9:13,	144:5	265:16	145:8
17 279:3,	16 12:17	145:2	282:21	civil
4, 7 294:11	25:12, 14,	150:2	284:17	275:20
308:10	23 27:8	155:14	299:3	323:12
309:9, 13	30:13	166:11, 19	300:20	334:9
317:2	31:14, 16	169:22	308:2	CJAB
328:8, 10,	32:22	178:5	311:4	48:16, 17,
12 344:10	37:15, 22	179:4, 11,	312:25	19, 21, 23
choice	40:4	23 180:18	313:17	272:18
233:14	41:16, 18	181:7, 19	315:16	CJC
choices	46:24	182:3, 23	316:6, 9,	269:8
267:20	47:20	184:24	15, 17	claims
312:8	52:16 53:9	190:10, 12,	317:7, 12,	62:17
choir	54:10, 24	22 191:8,	13 319:2, 4	165:19
286:6	59:19	13, 16	320:8, 17	clapping
choose	60:5, 11, 21	193:20	325:7, 11	187:18
337:14	63:21	195:20, 21	327:22	clarificati
Christmas	67:12 68:9	197:14	331:2	on
285:15	69:11, 15,	199:14, 24	337:2	167:5
chronically	20 78:10	200:17	341:10	clarifies
102:15	80:18	201:16	347:23	168:14
Cindy	88:17	202:25	349:19	clarity
62:3	89:7, 21	205:10, 20	350:5, 7,	156:12
circle	90:5, 12,	206:14	10, 15, 24,	class
13:4	21, 24 92:8	207:14, 18	25 351:3,	149:16, 20
190:12	94:25	208:17, 23	7, 9 352:8,	189:5
193:17	97:3, 16, 22	213:13	11 353:3	217:15
circumvents	99:5	215:15	355:9	239:23
234:15	100:15, 22	216:16	356:13	240:5
cite	103:4, 10	218:21	city's	274:13
321:16, 18	107:5, 8	220:9	79:17	282:8
cities	118:21	222:22	193:18	301:20, 21,
220:10	119:20	223:4, 13	196:22	23 302:6,
	120:4, 12	224:6, 25	270:25	
	127:9, 10	233:9	316:19	
		236:4		

12 318:4,7 323:10 class's 304:23 classes 84:5 209:18 257:20 338:16 classic 106:22 classified 115:16 clean 24:19,22 43:21 57:14 58:6,14, 16,21 59:2,3,12 60:18 98:25 124:16 129:15 156:4 330:7 331:22 cleaned 26:15,17 cleaner 155:13 181:2 184:21 317:6 319:15 331:2 cleanest 8:24 119:20	cleaning 25:15,21 43:10 192:23 cleanup 24:25 26:7,14 34:25 35:9 167:15 clear 13:4 62:12 64:2 71:23 72:20 73:6,14 76:5,8 78:24 100:15,20 119:11 123:17 124:13 145:5 161:15 165:11,22 166:7 169:19,25 174:3 175:16 183:4 194:3 200:7 203:24 272:11 328:4 Clerk 2:13,16, 19,22,25 3:4,7,9, 13,15,18, 21,24 4:3, 6,9,12,21 6:11 7:9	207:3 313:11,17 client 215:23 223:2 225:24 226:25 228:7,8 243:15 254:7,8, 11,15 255:9 262:4,5 266:22 267:7 268:19,21 277:12,15 292:8 299:5,8, 10,13,15, 16,20 304:14 306:2 clients 211:9 212:2 213:17 214:8 222:11,21, 24 223:10, 12,14 224:11 225:13 226:9,20 227:11,21, 22 228:2, 23 231:20 237:5 243:9 245:11 249:7	253:23 254:4,17, 19 255:2 256:4,8 257:13 261:8 264:23 267:19 269:4,9,12 278:4,5 288:9,14 290:8 291:5,13 292:12,14 300:5,7,12 305:18,23 308:18,24 309:6 316:10 clients' 256:6 climate 329:13 334:12,23 336:3 clinical 96:6 115:15 116:17 257:14 268:16 clinically 114:4,19 116:19 clinics 291:12 clip 57:16,25 259:6	clock 67:25 96:13 103:25 close 65:9 86:14,19 89:11 90:20 104:14 105:16 144:4 181:3 197:25 204:3,9 246:19 261:13 281:19 closed 62:13 64:25 65:22 261:22 275:17 closely 23:4 134:19 141:12 346:8 352:19 closer 75:13 142:2 262:8,14 closing 65:9 185:25 closure 44:9 64:11
---	---	--	---	---

clothes 74:22 96:17	collaborate 109:7 224:18	collective 40:11 217:20	11:9 185:17	commitment 97:13, 20 193:12
CLS 337:22	collaborati ng 304:12	college 53:14, 21 60:8, 10, 12	commercial 169:14 321:24	199:23 213:9 317:17
co- coordinatin g 30:10	collaborati on 63:21 92:24	189:5 216:10 294:18	Commission 38:2 165:24	commits 274:22
co- coordinatio n 30:16	221:2 225:3 229:22	color 302:17 303:9 345:16	commissione r 17:18 23:6 30:5, 12 81:17, 21 94:11	committed 152:18 218:25 222:4 232:18
co-victims 28:23 141:15 164:23 165:12	collaborati ve 55:2 60:20	combination 17:13 188:20	98:13, 17 111:3, 12 127:16 130:3, 5 140:21, 24 143:23 172:18, 20 173:21, 22 174:14 175:7, 14, 19, 25 176:4 204:8 213:7 221:24 222:18 247:17 259:16 312:20	committee 2:7 4:17 6:10 129:3 131:18 157:7 178:14 194:18, 22 333:4 336:19 354:5 357:7, 14
coalition 290:14	colleague 109:3 119:25 125:20 186:8 274:9 275:3 356:16	Combs 27:13 28:3 29:16, 21 31:7, 11 35:14, 20, 23 39:25 44:15, 16 142:16 164:17, 18 165:11 166:6 167:9 168:15	177:18, 21 178:18, 21 179:18, 21 180:18, 21 181:18, 21 182:18, 21 183:18, 21 184:18, 21 185:18, 21 186:18, 21 187:18, 21 188:18, 21 189:18, 21 190:18, 21 191:18, 21 192:18, 21 193:18, 21 194:18, 21 195:18, 21 196:18, 21 197:18, 21 198:18, 21 199:18, 21 200:18, 21 201:18, 21 202:18, 21 203:18, 21 204:18, 21 205:18, 21 206:18, 21 207:18, 21 208:18, 21 209:18, 21 210:18, 21 211:18, 21 212:18, 21 213:18, 21 214:18, 21 215:18, 21 216:18, 21 217:18, 21 218:18, 21 219:18, 21 220:18, 21 221:18, 21 222:18, 21 223:18, 21 224:18, 21 225:18, 21 226:18, 21 227:18, 21 228:18, 21 229:18, 21 230:18, 21 231:18, 21 232:18, 21 233:18, 21 234:18, 21 235:18, 21 236:18, 21 237:18, 21 238:18, 21 239:18, 21 240:18, 21 241:18, 21 242:18, 21 243:18, 21 244:18, 21 245:18, 21 246:18, 21 247:18, 21 248:18, 21 249:18, 21 250:18, 21 251:18, 21 252:18, 21 253:18, 21 254:18, 21 255:18, 21 256:18, 21 257:18, 21 258:18, 21 259:18, 21 260:18, 21 261:18, 21 262:18, 21 263:18, 21 264:18, 21 265:18, 21 266:18, 21 267:18, 21 268:18, 21 269:18, 21 270:18, 21 271:18, 21 272:18, 21 273:18, 21 274:18, 21 275:18, 21 276:18, 21 277:18, 21 278:18, 21 279:18, 21 280:18, 21 281:18, 21 282:18, 21 283:18, 21 284:18, 21 285:18, 21 286:18, 21 287:18, 21 288:18, 21 289:18, 21 290:18, 21 291:18, 21 292:18, 21 293:18, 21 294:18, 21 295:18, 21 296:18, 21 297:18, 21 298:18, 21 299:18, 21 300:18, 21	199:23 213:9 317:17
code 5:2 11:24 319:14 320:6 322:4 323:22	colleagues 192:6 201:22 275:23 276:14 304:15	Comly 187:3	222:18 247:17 259:16 312:20	committing 182:11 247:10
coffee 296:24	colleagues' 123:13	commend 180:11	Commissione r's 16:9	common 210:8
cohesive 171:7	collect 110:3 273:17	Commendatio ns 203:3	commissione rs 319:22 322:6	Commonwealt h 260:10 328:5 335:18 345:2
cohort 19:15 22:10, 11	collecting 109:16	comments 354:4		communicate 69:6, 11
cohorts 22:18 104:11	collection 94:3	Commerce		communicati on 69:13
cold 44:6 284:9				

communications 144:15	161:6, 21 169:3 170:17	compassionate 104:20 116:19 152:21	62:19 118:3 completely 200:25	151:9 comprehensive 208:4 219:16 281:2 284:2 285:11
communities 25:17 37:7 40:19 68:14 140:17 143:11, 19, 20 156:24 182:9 196:14, 19 233:3 245:21	192:22 196:25 197:9 211:7, 13 218:7 224:21 227:6 230:19, 23 231:9, 17 232:9, 23 233:21 234:15 235:17 244:24 287:13 290:11, 12, 16 339:3	compassionately 75:8 compensation 205:21 compete 60:4 competency 267:9 competent 267:8 268:6 304:14 competitive 216:15 217:5 220:9 258:9 complaint 62:11 189:13 complaints 65:19 complement 166:12 174:19 232:13 238:6 complementing 166:24 completed 50:9, 10	completing 89:10 completion 85:5, 14 86:13 89:5 complex 96:10 316:11 317:23 complexities 158:19 complexity 161:2 compliance 332:2, 6 352:23 353:2, 9 complicated 68:21 86:13 95:20 96:10 comply 71:21 component 17:16 20:23 63:12 68:3 95:18 109:11 139:14 163:14 components 85:24	conceiving 177:22 concentrating 143:16 concept 177:8 253:13 concern 37:14 152:14 169:4 171:18 concerned 110:4 126:14 132:25 183:25 205:25 343:19 concerns 125:23 197:5 243:14 334:11 conclude 145:15
community 8:12 17:4 26:10 36:5 37:2, 4 38:11 42:15, 18 46:17 53:14 54:14, 15, 17 69:22 71:11 78:3 79:19 80:22, 25 81:13, 15 82:6 92:16 95:6 96:4, 23 97:14, 23 98:6 99:20 104:4 124:4 126:24 127:2, 5, 21, 23 128:15, 17 142:11 157:23, 25	community-based 17:8 40:6 41:24 community-centered 171:8 companies 185:24 334:22 comparable 258:15 compared 182:12 comparison 259:2 compassion 152:22, 23 153:2, 7			

conclusion 217:25	conflicts 47:15	232:15	consistentl y	contact 10:25
concomitant 332:11	307:4	connects 165:18	91:9	48:21
concur 186:7,14	conform 189:14,20	consequence 233:16	214:11	127:5
conditions 5:12	conformance 86:19	consequence s	320:22	141:22
173:19	conforming 189:10	233:12	consolidate 103:6	213:11
174:10	congratulat e	234:3	137:21	224:13
176:10	314:10	276:6	139:18	contacted 29:3
condolences 41:19	congratulat ions	conservativ e	consolidate d	contained 42:7
42:14	314:14	187:17	353:19	contemplate d
conduct 92:10	352:4,21	conservator 350:16	consolidati ng	77:19
conductor 92:8 97:2	356:14	conservator ship	84:17	141:10
100:3	Congress 39:20	350:3,11, 19	137:25	contemplati ng
cones 297:3	connect 72:23	considerabl e	138:2,3	143:9
conference 67:19	73:12	127:4	consoling 285:19	contempt 247:5
confidence 104:9	80:14	considerati on	constantly 68:11	content 294:7
352:16	109:6	122:8,21	159:3	continually 93:22
confidently 60:17	169:9	considered 117:19	335:25	continuation 229:5
configurati on	212:20	consist 179:18	constituent s	continue 6:9,20
179:13	246:3	consistency 19:12	38:11	15:11
confirmatio n	289:9	235:6	constitute 6:12	16:17
338:14	connecting 109:18	consistent 128:25	constitutio n	29:12
conflict 306:12	227:22	185:15	263:25	55:14
307:12	connections 142:17	235:8	268:4	74:13
341:20,22	211:12	326:20	constitutio nally	89:20
			218:4	94:13,14,
			264:3	24 110:7
			consumer 337:4,17	116:8
				128:10

134:19	149:16	Controller	convicted	Copies
137:21	175:23	325:18	262:4, 6	347:13
138:15	189:20	342:6	Conwell	copy
146:18	217:24	convene	123:23	347:8
156:21	326:25	106:2	131:23	348:6
169:23	329:17	convened	cool	core
193:20	332:6	111:22	24:9	276:3
200:8	contracting	convening	cooperate	corner
296:5	47:10	40:2 47:21	109:7	21:16
327:21	326:15	105:6, 8	Cooperation	56:18
328:17	327:10	convenings	6:4, 5	310:24
345:22	340:23	147:14	coordinate	Corporate
continued	contracts	convention	169:11	329:22
208:13	189:10, 15	184:14	171:20	330:18
212:19	316:20	conversatio	210:17	correct
266:9	323:14, 15	n	coordinated	15:21 24:5
316:13	325:8, 16,	20:12	60:20	35:19 46:8
continues	22 326:3,	59:21	223:25	149:4
205:2	4, 7, 8, 10,	60:2, 14	coordinatin	154:6
339:23	19	127:20	g	166:5
continuing	contractual	129:17	59:6	177:11
54:4 68:2	133:22	130:21	87:10, 25	203:3
78:3 89:5	contradicti	131:13, 19	213:13	262:24
91:4	on	241:17	coordinatio	294:2
100:25	78:20, 23	242:13	n	296:13
123:3	contribute	294:23	8:21 63:20	297:7
138:6, 11	334:23	296:4	66:3 90:21	312:21, 22
156:16	contributin	conversatio	92:23	333:6
202:4	g	ns	95:24	340:13
206:12	275:21	24:12	109:11	347:22
232:12	control	32:10 81:4	164:5, 12	correctiona
356:12	118:22	85:12	170:22	l
continuousl	119:4	88:24 94:6	171:4	174:22
y	132:24	123:4	197:12	175:2
47:25	142:2	127:24	Coordinator	246:25
continuum	157:19	240:20	31:25 32:2	correctly
93:25 96:9	158:24	241:6	33:22	36:25
contract	200:23, 24	319:14, 21	cop	164:20
45:6 86:18	323:7, 14,	324:4	295:25	258:19
133:2	25	334:15		282:2

correlation 272:11	5 26:23 28:6	134:7, 24 135:6, 12,	271:13 275:23	3:13, 14 42:25
correlations 11:5	29:15, 20 31:12	19 137:10, 15 140:23	280:23 283:14, 18,	48:12 71:6 199:12
corridor 144:11 169:14 312:3	35:11, 16, 21 37:18 38:18, 23 39:20 42:20 44:5, 17	143:3 145:18, 24 146:14 147:2 154:2, 7, 9, 12, 15, 23	24 284:17 286:13 293:21 294:3, 8 295:8 296:11, 17	232:4 236:22 271:14 281:3 286:23
corridors 45:14 311:25	45:17 46:6, 13 48:5, 10	155:6, 11 156:14 157:2, 17	298:20 301:4, 11 309:18, 21,	councilmanic 66:5 284:14
cortisol 267:19	51:9 52:13 57:20, 24 58:13	158:17 168:17, 18, 22 169:18	23 312:19, 23 313:13, 15, 21, 25	Councilmember 2:13, 16, 19, 21, 22, 25 3:3, 4, 6, 7, 9, 11, 15, 18, 20, 21, 24 4:2, 3, 5, 6, 9 48:13 49:2 51:10 52:12 55:22 57:23 58:9 61:3, 21, 22 62:2, 3, 4, 6, 23 65:13, 25 66:13 67:13 69:3, 25 70:10, 16, 17, 21, 22 72:11 73:13, 23 74:9, 14, 18 76:4, 7, 12 77:4, 20
cost 87:6, 8 117:4 133:15 166:21, 22	60:14, 23 61:18, 23, 24 62:7, 24 66:17 67:14 70:12, 13, 18 83:19, 24 84:23	172:10, 16 173:17 178:4, 13, 21 179:7 181:4 183:15 184:6 186:5	314:2, 6, 13, 23 315:16 316:17 318:11 320:8 324:11, 12, 17 325:7 331:6, 10 336:13, 14, 18 347:15 348:10, 15 350:24 351:7, 20, 25 352:9 353:23 354:2, 8 356:5, 9, 22, 24 357:6, 11, 20, 23	
costs 137:8 140:13	85:13, 20 91:21, 23 92:4 98:9 101:15 108:9 109:21 111:9 113:2 115:6 117:16 118:15 119:3, 10 120:15, 19, 23 121:6, 14 123:5, 10 132:3, 10, 17 133:5	188:23 194:8, 13 195:2, 5, 8 197:4 199:6, 11, 16 200:21 206:6, 8, 22 207:7, 14, 17, 18 214:5 219:3, 11, 13, 23, 25 220:5 225:15 226:4 229:8, 15 259:16 270:19	Council's 183:2 299:3 Councilman	
couch 64:25				
Council 2:2, 5 4:12, 14 5:20 6:8 7:13, 16, 17, 24 9:7, 9, 18 10:2, 5, 6 11:15 12:7 13:12, 14 15:13, 19, 22 16:2, 24 18:12 20:2 21:23 23:21, 25 24:8 25:2,				

78:2 79:7, 10 80:19 81:20 82:7, 15, 21 83:6, 16, 22, 23 84:22 85:15 87:5, 13 88:3, 9 89:23 90:9, 23 91:3, 18 92:2, 3, 18 94:16 95:10 96:16, 22 98:8 99:14 100:13 101:18, 19, 23 103:19 104:7 107:20 108:8 109:6, 12, 20 111:6 116:8 123:8, 9 124:6, 25 125:4, 5 128:18 129:25 130:11, 14, 24, 25 131:5, 25 134:6, 22 135:15, 18, 22, 23 136:12, 18, 22, 25 137:14, 23 138:19	139:7, 23 142:23 143:5 144:21 145:11, 17, 21 146:3, 12, 13, 25 147:18 148:12, 23 149:8, 13, 18 150:3, 9, 17 151:3, 22 153:24 157:12, 15, 16 158:16 159:6 160:7 161:4 162:11 163:8, 15, 21 164:19 165:3 166:3 167:4 168:13, 16, 20, 21 169:17 171:12 172:6, 13, 14, 15 173:16 175:9 176:11 177:12, 16, 24 178:11 179:6, 16, 20 182:6 183:3 184:5 186:3, 19, 20 188:24	189:2 190:5 192:12 193:8, 23 194:3, 6, 11, 12, 15, 23 195:4, 6, 13, 14, 16, 23 197:3 198:23 199:9, 10 200:20 202:3, 11, 15 203:12 206:4 229:18, 19 230:3 231:23 233:4 235:19 236:20, 21 237:2, 8 238:19 239:5, 15, 19 240:6, 9, 10, 11, 15 241:15 243:21 247:19, 22, 25 250:17 251:7, 19, 20, 23, 24 252:2, 4 256:19 257:5 258:17 259:12, 18, 21 261:25 262:15, 20, 25 263:15, 17, 18, 19,	20, 24 264:4 265:6, 12 266:2, 12 267:13 269:25 270:6, 9, 15 271:4, 9, 10, 12, 16, 18, 20, 22, 24 279:10 280:9 283:11, 17, 21 286:11, 12, 16, 17 288:16 289:2, 14 290:9 291:17 292:18, 23 293:19 294:25 295:3 296:7, 9, 10, 15, 19 297:8, 11, 15 298:24 300:14, 18, 24 301:3, 5, 6, 9, 16 303:2 304:16 306:7, 22 309:14, 17 314:24 318:14, 15 320:16 322:10 324:10, 15, 16 326:23 327:11, 14 329:3, 9	331:3, 7, 9, 13, 20 332:10, 20 334:2, 7, 14 335:13, 17 336:5, 8, 9, 12, 16, 19, 20 337:6 339:8, 14, 20 340:4, 20 343:5, 13, 14 345:8, 23 346:10 347:7, 11, 18, 19 348:8, 20 349:10 350:9, 13, 14, 22, 23 351:17, 23, 24 353:22 354:6, 9, 10, 13 355:13, 25 356:8 357:3, 5 Councilmemb er's 348:5 Councilmemb ers 31:14 65:20 128:19 140:6 351:10 352:10 Councilwoma n 259:22
---	---	---	---	--

356:16	250:5	321:5	231:17	created
counsel	county	333:11, 23	232:19, 25	32:15
189:17	107:8	340:12, 16	234:19	123:14
218:4	187:16	341:3	235:5, 18	171:21
226:12	211:6	342:7	245:17	232:9
306:13	335:23	343:19	249:20, 21	339:10
307:7, 9, 11, 15, 24	couple	344:11	269:8, 15	346:15
309:2, 12	13:24	346:17	307:25	353:15
323:10	49:15 55:6	court's	309:9	creating
330:21	75:20	341:12	341:18	52:11
350:2	76:21	court-	342:14, 20, 23 344:7	213:25
354:15	101:25	appointed	Covanta	Creative
counseling	123:22	173:7	329:18	192:19
167:18	172:17	189:17	covering	194:17
counselors	177:6	306:19, 23	5:23	cred
156:7	181:25	307:8, 11, 15, 24	134:16	275:12
310:8	220:6, 25	309:2, 6, 12	COVID-19	credible
count	253:6	340:25	215:14	14:7
92:14	259:23	341:19	Cowan	credit
126:14	328:22	346:2	307:20	34:8
249:6, 10	356:10	court-	CPO	120:11
counted	court	appointment	87:15	183:4
126:12	117:20, 22	307:22	89:21	248:24
162:8	121:3, 21	courtesy	137:16	338:11
counting	215:6	348:5	138:22	349:22
93:17	221:10	courtroom	139:2, 12, 17	Creek
countless	225:24	228:4	cracks	36:15
216:7	230:5, 6, 19, 23	232:15	210:4	crime
country	231:9	269:7	250:14	16:19
205:12	232:5, 9, 10, 23	308:17	craft	24:25
208:24	233:12, 21	courtrooms	124:11	25:16
217:13	234:15	305:2	176:22	26:6, 14, 16
257:22	242:3, 21	courts	create	34:24 35:2
258:3	245:6	49:11	51:21 56:4	38:2 43:11
264:16	247:13	117:18	113:10	49:18
298:14	254:23	119:8	178:5	51:11 56:8
335:4, 9	261:4	120:24	179:24	164:23
counts	286:21	122:18	232:19	165:12, 25
	306:18	230:14		166:2, 9
				167:15

272:19	critically	173:4,10	263:7	10,19
274:5	285:25	200:19	299:4	109:2,4,8,
292:11	crops	202:22	cycles	14,17
293:15	158:15	211:24	252:12,19	110:2,3,6,
crimes	cross	237:25		8,13,14,
162:23	78:15	240:23	D	15,16
182:12	crucial	270:23	DA	111:4
criminal	300:19	316:14	119:8	181:8,12,
24:19,22	317:18	322:14	228:6	18 182:10
73:3 77:3	324:6	Curtis	229:23	183:9
90:16	crying	42:25	230:7	239:13
187:20	295:24	48:12	242:9	281:21,23
212:24	crystal	186:19	333:8	299:11
218:12,14	8:14	286:4	DA's	date
239:25	333:18	cushions	40:9	6:24 26:3
240:4	CTE	66:17	dad	32:23 35:5
252:15	51:25	68:14 69:7	277:21	41:12 74:7
278:2	CUAS	custody	278:8	dating
302:15	224:25	113:16	daily	280:12
307:2	cultural	customer	140:3	daughter
344:2	178:6,8	326:24	214:10	280:11
criminalizati	304:17	cut	danger	285:17
ng	culturally	37:24 38:6	32:8 33:3	Dave
121:18	304:13	57:25 59:9	DAO	8:12
crises	culture	69:4	163:24	day
203:6	178:8	168:10	164:2	18:8 37:3,
crisis	192:16,19	192:18	213:15	13 39:18
20:14	193:9,14	258:19	216:23	56:13
34:14	194:25	341:14	229:14	63:16
105:21	curfew	cuts	269:16	64:24 74:4
214:15,16	274:14	39:7	DAO's	80:13 81:6
215:15	curious	58:22,23	264:6	94:9 97:23
247:2,15	244:11	148:25	dare	119:14
269:5,6	297:16	cutting	264:19	145:13
critical	current	58:11	data	151:11
141:17	13:17 15:6	CVB	49:25	179:21
200:9	24:20 27:2	184:16	93:11 94:3	181:23
204:25	53:16	cycle	104:13	184:12
210:5			108:3,5,	186:14
306:24				225:24

228:5	DBHIDS's	deaths	dedicated	223:18
239:11	125:21	66:21	15:3 52:20	230:13
242:22	dead	debt	63:3 67:21	231:6
244:18	273:5	24:19, 23	90:10	232:17
245:7	deal	349:19, 22	117:13	237:12, 15,
250:25	25:19	350:8, 20	126:6	22 239:3
254:23, 25	28:21 44:6	decade	127:2	242:8
257:2	81:9	75:10	136:19, 20	245:15
273:11	128:24	decarcerate	158:24	252:7
282:16, 17,	134:4	244:4	174:6	258:10
24 309:10	142:10	decarcerati	256:16	264:15
310:12	148:10	ng	316:4	265:2
314:3, 5, 7	233:8, 9	243:23	dedication	268:23
340:19	272:6	decarcerati	219:15	269:10
days	285:13	on	310:2	276:24
21:3 55:7	293:9	244:10	315:11	279:12
73:25	295:25	decertifica	deems	286:21
76:21	314:25	tion	351:7	299:8
92:21	dealers	261:3	deep	302:3
105:9	122:9	decertified	67:4 213:8	303:16
187:24	dealing	261:4	325:5	304:19, 21
189:20	27:8 83:15	decide	354:25	343:23
230:9, 10	112:19	30:24	deep-dive	Defender's
231:13, 14	134:3	180:3	108:15	213:20
232:5	142:11	254:22	deeper	221:3
234:22	144:12	decided	11:25	264:22
242:22	158:14	25:6 185:6	61:11	265:15
250:10	162:22	294:20	110:21	297:9
254:23	177:7	decision	deeply	300:22
287:22, 25	325:10	224:9	254:11	301:13
288:7	deals	270:16	271:5	307:13
312:24	140:2	293:8	defendant	Defender -
DBH	dear	decisions	272:9	represented
161:14, 20	52:14	68:25	defender	309:5
267:14, 25	death	285:3	6:21	defenders
DBHIDS	277:4, 12	294:12	207:4, 15,	215:17, 18
42:5 80:11	278:4	decrease	16, 19, 23	216:18
83:10 93:9	282:6, 11,	253:14	217:12	217:7
94:11, 17	13	318:2	218:2, 19	218:23
102:8			220:13	226:15
				230:25

297:17	223:2,10	201:17	depend	36:24 57:9
303:5	225:8	204:6	97:12	70:4 81:21
310:11	238:3	216:21	349:18	312:20
defense	288:24	221:5	dependency	328:23
201:17	deliver	222:19	208:25	344:18
202:7	9:2	270:23	209:6,13	345:7,9
219:20	delivered	272:4	210:6	346:3
220:2,3	338:10	296:18	221:21,23	describe
226:11	demand	316:7,15	222:25	76:15
254:3	66:16	317:9	224:22	203:10
264:12	demographic	319:5,8,16	227:9	description
265:4	s	321:3	240:2,4	276:22
267:21	301:18,22	322:13	251:2	deserve
268:7	demolished	327:16	287:18,19	69:16
277:14	140:11	336:23,25	288:24	279:15
308:12	demonstrati	337:9,21	289:21	deserves
defensive	ng	345:11	298:7,8,14	67:5
323:6	55:4	346:5,7	302:16	314:18
definitive	department	349:5	dependent	design
126:23	6:22 11:17	351:5	155:9	160:10,16
Defino-	14:8 32:21	353:12,16	211:18	269:2
nastasi	35:25 36:4	354:18	288:3	designing
48:22	41:25 42:2	355:7	depending	160:11,12
DEI	45:7 46:11	Department 's	154:20	desire
304:3	49:6 52:22	315:20,25	201:25	36:21
345:13,22	53:5 55:7	316:18	254:25	desktop
346:14	58:4 68:22	324:9	321:21	263:9
347:5	72:14 74:8	355:14	depends	destination
delayed	77:8 82:5	departments	200:22	200:4
87:7	84:18	8:22 63:22	311:6	destruction
delineate	85:25	84:21	321:7	282:6,12,14
273:10	90:14,16	87:18,19	deplorable	detail
delinquency	91:5,7	88:17	261:22	23:9
38:2	111:2	89:22	deploy	332:23
165:25	113:17	98:24	36:13	detailed
208:25	141:11	185:17	68:13	68:24 74:4
209:6	142:22	323:3	Deputy	155:20
211:20	174:5	324:5	8:3,4,9,	197:18
212:9,14,	182:19	329:12	11,12,14	
22 221:20	193:25	355:10	31:23	

details	65:7	77:14	193:16	79:8, 21
71:23	121:12	94:10	260:18	80:20
96:15	174:17	100:4	261:15	81:3, 23
102:20	179:15	120:7, 8	director	82:13, 20
146:6	192:22	197:22	7:10, 15,	83:5, 9
153:4	devices	327:25	22, 25 8:3,	84:22
157:8	276:8	dignified	4, 7, 9, 11,	85:18
208:2	devil	104:20	13, 15	86:23, 24
detained	157:8	dilemma	9:18, 21, 25	87:13 88:9
245:20	devoting	352:14	10:4 12:5	90:8 91:2
308:19	190:16	diligence	13:2, 19	92:18
detectives	DHS	155:19	15:17, 21,	95:10
44:8	61:6 221:6	157:9	24 16:5	98:8, 20
141:13, 23	223:7	diplomatically	18:12	100:13, 19
detention	224:24	273:24	19:20	101:22
214:4, 10,	287:22	direct	21:23	103:19
19, 23, 25	298:2, 20	20:24 66:7	23:24	108:8
244:20, 21	343:15	132:15	24:5, 24	109:20
245:7, 19,	344:5	141:22	25:4 27:25	113:2
23 246:15,	345:3, 4,	142:2	30:8 31:24	115:8
22	12, 20	146:9	36:12, 24	118:15
determinati	346:8	260:24	41:3 42:12	119:7, 24
on	355:19	directed	45:3, 19, 22	120:18, 21
254:6	dialogue	208:12	46:8 48:5,	121:2, 10
determine	129:8	direction	18 50:6, 22	122:23
82:11	Diane	101:13	52:12	125:18
137:10	307:20	181:9, 19	57:3, 9	126:22
319:16, 17	difference	directions	58:13, 16	129:24
determined	141:16, 17	176:25	62:23	130:23
150:6, 13	differently	196:11	65:14, 24	131:3
develop	170:14	directly	67:13	134:6
36:3	275:9	38:10	69:25	136:12, 22
developed	286:8	98:15 99:2	70:4, 11,	137:14
32:18	311:12	131:21	19, 20, 23	138:19
127:10	differing	134:12	72:8, 13	139:8
273:19	276:15	143:14	73:17	141:8
developing	difficult	162:22	74:6, 11,	143:22
80:24	11:7 19:16	165:21	16, 19 75:4	144:21
development	60:4 75:21		76:6, 9, 23	145:17
			77:6, 24	146:25
			78:19	147:19, 25
				148:17

149:3,10, 18 150:9 151:3 153:24 154:7,11, 14,23 155:8 156:14 158:16 160:7 162:10,15 163:12,19 164:16 169:17 173:16 175:11 177:12,21 179:6,19 182:5 184:5 190:5 193:8,11, 16 194:2 197:3 200:20 202:8,13 203:12 204:12,13 342:17 355:8 Director's 6:18 8:17, 20 10:25 46:18 62:21 87:16 92:20 98:22 132:14 172:23 177:2,11,	15,20 190:8 191:21 193:10 199:2 270:22 Directors 146:15 Disabilitie s 353:13 disagree 292:4 disappointi ng 129:4 disasters 202:20,21 disbelief 56:12 discarded 64:25 discerning 244:14 discovery 263:11 discuss 218:13 discussed 216:25 discusses 218:11 discussion 89:13 351:15 discussions 322:3	disease 122:14,15, 16 disinvestme nt 294:10 dismantle 133:12 208:14 dismissal 129:19 disorder 113:22 280:5 disparities 158:2 266:9 disparity 264:6 dispatchers 64:4 displaced 76:18 250:10 disqualifie d 179:24 disseminate d 164:22 disseminati on 143:10 distinct 304:7 distinction 127:13 district	5:5 6:23, 25 35:3,4 36:8,14 43:5 44:23 45:5,6 46:12 47:9,19 53:4 62:9 65:18,19 66:5,17 117:17 118:6 120:16 140:7 165:2,16 188:14 216:19 220:15,16 221:8 250:12 264:18 273:6,7 284:15 314:24 318:25 348:15,22 351:10 districts 15:15,18, 20,25 16:13,20 40:7 disturbing 260:12 dive 11:25 61:12 325:5 354:25 diverse 258:8	302:6,21 303:15 317:20 diversion 231:16 234:19 270:11 diversionar y 118:7 213:4 230:20 231:21 268:11 270:3 diversity 215:21 217:16 257:8,17 302:8 304:7,10 305:3 divert 213:15 diverted 118:10 diverting 213:9 dives 110:21 divided 319:8 division 36:9,10 330:20 divisions 330:19 Dixon 50:17
---	--	---	---	--

DNC	274:11	42:21	dynamics	317:7
198:15	doubled	182:12	310:10	Economy
do-loop	52:19	339:24		192:19
114:16	downtown	340:17	E	194:17
documents	311:23	dropped	e-mail	ecosystem
342:4,10	312:2	71:3	69:12	150:13
dollar	dozen	drug	earlier	eds
148:7	290:16	122:8	78:16	54:10
dollars	dozens	277:5,8	124:3	educated
26:15 28:6	66:19	295:18	152:2	250:3
57:25 59:5	draft	321:15	160:21	education
88:14	330:22	drugs	168:9	5:5 68:2
136:13	drastically	118:10	240:19	70:2 91:4
146:23	245:8	283:4	274:12	129:3
147:3	draw	dual	296:23	131:18
148:2	274:20	355:7	328:12	209:3,10,
149:21,22	drawing	due	early	12,19,23
151:13	169:13	6:24	213:10	210:4,13,
179:9	241:10	155:18	256:9,25	15,20
205:3	Drexel	157:9	272:2,6	211:13
317:10	257:15	203:10	ease	227:6
Domestic	Drexel's	210:15	211:10	249:16
11:3 91:16	54:16	222:10	East	250:7,10,
doors	drink	duly	36:8	21 251:5
235:12	49:4	357:10	Eastern	310:8
doorstep	Driscoll	dumpster	281:17	educational
14:5	3:2,3 58:9	273:5	easy	159:5
Dornsife	drive	duplicating	58:3	211:9
54:16	182:8	164:24	echoing	educational
DOS	drivers	duplication	252:5	ly
325:14	275:19	165:4	economic	209:15
dot	drives	duty	8:25	218:9
277:10	224:7	101:7	119:21	effect
dots	327:5	152:3	155:14	22:9
109:19	driving	204:2	193:7	effective
double	352:7	268:5	economicall	9:3 68:12
54:5 70:8	drop	dynamic	y	96:20
112:9		156:18	218:10	139:5
135:20			316:16	161:23

173:13	338:7	Emphaticall	55:23 56:3	24:17 49:8
176:16	elected	y	encouraged	71:17 73:2
218:7	119:5	105:14	310:25	98:14
effectively	282:18	employ	334:17	114:20
32:13	election	316:3	end	115:2
effectivene	200:6	344:14	47:7	143:16
ss	elevating	employed	113:16	187:14
49:18	51:11	289:25	114:25	188:12
188:9	eligible	employee	119:13, 17	233:7
effects	34:12 79:4	259:4	156:20	322:5
334:23	eliminate	employees	166:17	engage
efficient	180:6	84:19	179:21	14:5
9:2 68:12	eliminating	150:25	181:23	295:10, 13
96:20	136:5	205:20	201:4	343:18
139:4	else's	employer	248:20	engaged
325:19, 25	201:14	289:19, 22	279:18	115:19
effort	embalming	employment	300:7	127:19
71:20	295:21	14:16	310:11	193:5
86:24	embrace	60:22	327:17	engagement
129:15	68:7	228:14	endeavor	192:23
244:17	emergency	290:24	280:20	268:12
efforts	197:16	291:8, 15	298:21	engaging
90:12, 14	202:19	323:12	ended	308:24
141:5	204:11	employs	227:10	engine
179:2	205:12	297:17	ending	193:7
182:21	254:21	EMS	22:10	engineering
208:13	328:6, 20	91:5	ends	84:18
213:24	EMIR	EMT	113:21	English
214:13	40:7	54:14, 15,	149:25	337:11
224:12	emotions	17	endure	enhance
244:10	296:3	enable	222:7	62:21
317:14	empathetic	215:8	energy	enjoy
egregious	281:3	enabling	185:4	283:8
321:23	emphasis	317:13	186:7	enshrined
elaborate	160:3	encampments	253:4	263:25
197:17	emphasize	125:13	enforcement	268:3
elders	255:23	355:5, 6	14:4 15:7	ensure
183:16, 18,	262:7	encourage	17:15, 16	37:9 76:16
22 337:11			20:22	116:6, 18

170:21	enthusiasti	329:13, 16,	133:14	eventually
172:25	c	25 330:20	136:3	224:14
204:25	176:2	335:8	140:7, 20	230:10
209:7	185:25	336:3	184:17	Everett
210:18	entice	environment	319:13	272:14
245:4	258:6	ally	355:9	312:13
246:7	entire	316:17	establish	everyone's
249:16	52:16	equality	5:9	67:5
256:11	69:11 96:9	352:7	establishme	evidence
265:8	145:2	equipment	nt	16:12
304:10	184:13	59:5, 11	321:2	evidence.
306:4	210:11	equipped	estate	com
308:18	246:20	249:13	5:7, 8, 10	263:9
330:25	316:6	equitable	258:24	exact
344:9	entirety	316:10	316:21	136:24
345:20	299:16	equities	esteemed	Examiner's
349:21	entities	90:17	31:20	42:2
ensures	32:22	190:15	316:7	examples
218:24	40:3, 10	equity	estimate	159:4
ensuring	184:15	304:4, 7	243:6	198:5, 20
33:22	entitled	305:3	evaluated	excellent
59:13	5:2, 8	equivalent	266:22	83:12
94:23	entity	5:9	evaluation	107:21
153:17	165:15	era	94:4 161:9	308:13
269:14	190:3	282:25	evaluations	346:11
305:11	entrance	311:22	50:8	347:8
317:2, 6	58:3	err	evening	excess
entangled	entry	293:24	244:24	225:12
218:5	103:2, 3	Esquire	284:8	excited
277:25	entry-level	336:15	events	53:13 89:9
entanglemen	57:17	347:18	180:8	176:4
t	environment	essential	195:19, 22	298:18
212:22	156:18	50:2 218:3	196:2, 8,	327:8
enter	280:2	252:7	12, 20, 23	337:24
349:23	281:9	253:16	197:7, 13,	339:6
entering	282:4, 13	essentially	19 198:5,	340:5
75:14	environment	64:9, 16	9, 11, 12	exciting
212:14	al	67:17	199:4	329:2
enthusiasm	95:17			337:7
185:5				

excuse	116:7	expenses	344:19	extended
71:12	232:21	164:3	355:6	22:11 79:2
296:12	exit	167:13, 25	expertise	extent
execute	303:15	experience	308:9, 16	256:11, 14
99:8 129:4	expand	53:22	309:11	extra
321:4	15:10, 11	86:25	338:20	356:6
executed	16:3 27:6,	126:9	experts	extreme
88:17	10 34:4	129:13	266:20	202:21
327:2	36:8 57:2,	160:14	267:4, 6	extremely
executing	14 79:17	191:14	308:3, 22	68:21
89:3	104:22	211:18	explain	90:10 96:9
152:24	213:5	212:13	193:18	126:5
execution	232:21	241:10	327:23	169:8
185:15	241:4	261:20	explore	171:22, 25
executive	expanding	281:6, 7, 15	44:20	318:22
67:16	13:16, 23	284:7, 10	explored	eye
118:20	44:25 78:5	311:19	268:9	50:19
137:17	118:24	344:10	270:20	59:13
315:18	expansion	experienced	Explorers	60:21
339:18	17:4, 12	209:3	52:19 53:5	eyeballs
exhausted	20:10	215:19	express	285:18
88:6	44:21 45:9	233:2	128:5	eyes
exist	82:14	238:11	expressed	329:4
80:15 99:5	111:11	269:3	128:4	337:15
114:23	112:14	325:11	169:4	
147:13	232:6	350:19	171:17	F
153:5	expansions	experiences	213:8	face
160:12	82:10, 16	277:19	expulsion	26:18
173:10	expect	278:7	210:7, 9	285:15
232:22	173:9	292:24	expunged	faced
existence	338:18	306:12, 15	291:14	23:16
32:17	expectation	experiencin	expungement	faces
167:3	150:19	g	291:11	62:15
existing	expected	experimente	expungement	facet
85:23 89:4	203:10	d	s	158:20
151:17	expecting	54:13	291:11	facets
170:11	320:14	expert	extend	106:20
191:12	expedite	231:8	339:21	113:9
exists	86:17	264:9		

facilitate 246:14	281:11	245:21	fashion 60:20	183:16, 19 244:5
facilities 160:13, 16 174:12 196:5, 17 210:17 261:12, 14 262:3 267:12 281:20	fail 204:22, 23 209:18 failure 106:23 227:4, 5 fair 51:4 77:25 faith 99:20 352:16 fall 64:6 132:22 172:21 210:3 239:23 250:14 301:21 302:6, 9, 12 304:23 falls 235:9 familiar 199:3 families 8:8 12:24 27:7 28:15 29:3 30:2, 19 33:23 41:13 44:2 57:4 141:20 164:7 168:7 177:3, 14, 19, 23 216:7 222:8	262:17 343:24 345:15 family 23:3 25:21 27:17 30:23 41:6 159:23, 24 165:8 167:6 202:5 211:2 215:5 216:9, 11 221:10 222:3 224:3 227:4 261:4 277:7 278:19 279:22, 24 280:10 294:15 343:19, 21, 25 344:11 family's 164:14 famous 280:10 fan 219:19 259:13 336:22 337:2 Fare 136:2, 20 fares 136:5	faster 343:3 fathers 27:4, 23 fault 204:10 272:15 favor 357:17 fear 164:10 February 41:5 189:19 federal 14:19, 20 55:7, 12 201:23 203:7 204:20 244:3 247:4 268:2, 4 feedback 130:9 feeding 282:24 feeds 64:17 feel 9:6 13:5 22:6, 8 25:23 67:10 142:9 168:11 173:12	322:13, 16 feeling 185:13 322:8 fees 317:11 333:7, 15 felony 122:3, 6, 15, 20 felt 133:10 304:2 field 178:13 fight 259:17 337:9 356:19 fighting 314:15 356:18 figure 45:9 65:21 95:2 102:6 117:7 140:8 148:14 192:13 232:20 285:18 323:4 342:14, 24, 25 345:2, 5 348:15 figured 103:22

figuring 322:6	325:17 342:2,5	firm 274:23	flee 33:19	folk 56:2,22 67:22
file 165:19,20 260:24	financial 5:22 28:22 50:18	firmly 186:17	Fleet 51:23 52:9 53:7	folks 42:6 53:17 55:15,17 57:16 58:5 59:7,14 60:7 63:2 64:5 65:4 66:10 68:7,11 71:21 74:2,24 75:14 76:17,24 80:6 83:10 86:4,11, 15,17 88:18,23 90:10 91:11 93:14,15 98:22 100:2,9 103:23 105:3,11, 17 106:2 107:7,15 110:24 113:12,15 114:2,3 115:17 116:11,21 125:3 126:4,11 138:3 143:14,16 146:8 151:20 160:9,13
filed 230:22 328:5,6 330:6 347:24 348:21 350:10,15	find 33:7 52:5, 7 68:11 74:2 94:25 95:25 131:24 142:20 200:2 201:20 254:18,19 260:12 288:7 291:8 299:21 348:24	firmness 188:20	flooding 315:6	
filing 330:5 351:6		firsthand 183:8 184:4	Florida 185:10	
fill 40:13 47:23 55:15 166:12 215:16 277:21		fiscal 4:23 5:14, 18,23,25 6:13,15,16 8:18 32:23 155:18 207:22 315:20 333:14	flow 200:23 201:9 323:15 325:15	
filled 282:13	finding 18:20,22	fiscally 40:21	flowchart 172:21	
filling 52:2,4 55:19	fine 79:11	fit 194:19	fluid 295:21	
final 71:16 78:12 200:4	fines 317:11	fits 108:20 162:6 346:22	focus 22:21 45:24 61:5 89:3 108:4 159:15 180:25 224:10 238:3 288:20 298:11 352:25 353:5	
finally 109:16 187:8,19 298:19	finish 294:9	five-page 208:5	focused 11:13 12:19 13:9 71:4 246:9 266:16 332:2	
Finance 88:11 149:7 201:22	finished 85:7 118:2	five-week 304:25 305:4	focusing 16:14 346:4	
	finite 55:24	fix 63:18 190:3 192:9 252:23		
	Fire 52:22 91:4 204:6,8	flat 17:7,25		
	firefighter s 91:6			

166:16	Football	116:22	frame	fruits
167:3,10,	178:19	127:11	173:24	52:21
24 168:2	footing	128:9	framed	66:12
169:9,13,	333:9	139:18	113:5	frustrate
20 170:16	footprint	146:4	frank	69:20
171:10	95:4	156:17	43:15	frustrated
174:3,22,	force	176:7	frankly	274:4
24 184:16	120:2,4	206:12,14	18:21	frustration
190:11,25	337:18	236:18	28:11	322:8
195:24	338:22	243:15	52:24 65:4	full
198:6	339:9	247:17	80:17 81:6	225:24
199:25	foremost	296:5	86:23 87:2	232:13
200:25	31:12	310:5	90:13	253:10
201:13	309:25	313:2	97:25	266:24
204:18	foresee	322:18	106:13	326:15
205:16	333:13	329:7	118:23	full-
230:15,17	forever	356:12,13,	125:23	throated
234:3,5	276:12	19	127:8,23	98:16
248:7,22	330:8	forward-	156:25	full-time
252:14	forget	looking	162:14	57:7
259:24	201:13	6:14	175:3	fully
296:24	280:18	foster	291:16	133:24
297:2	Forgive	210:23	free	194:6
303:4	147:19	222:3	123:21	251:10
337:10,11	form	223:3	296:23	252:21
folks'	251:16	289:3	297:3	273:19
74:21	277:19,20	fought	frequently	function
82:23	formal	178:15	342:23	180:22
follow	336:21	found	Friday	247:12
84:4	forthcoming	235:4	63:17	functional
133:20	237:10	273:4	friends	79:19
350:21	Fortunately	Foundation	30:24 31:5	fund
351:3,14	26:11	23:20	275:11	25:15
follow-up	forward	four-legged	281:15	147:3
44:7 62:12	13:16 20:4	159:24	front	149:23
192:13	67:17	fourth	29:16	167:20
232:16	84:15	67:16	166:17	177:9
354:7	88:25	fraction	222:20	178:5,6,8,
food		182:16	311:16	25 179:25
34:7 159:9			334:16	

180:2, 4	202:4	future	166:12	Gauthier
189:22	203:11	6:24 27:21	Garcia	2:17
200:8	204:20, 21	31:9 35:19	216:24	356:17
205:4, 5	212:6	40:25 53:7	217:9	Gauthier's
317:12, 24	218:6, 18	57:12	313:17, 23	273:6
318:8	222:18	73:10	314:4, 12,	gave
fundamental	223:7, 12	117:9	22 315:15,	162:3
ly	249:16	212:21, 23	16 319:10	178:18
139:3	259:10	237:19	321:6	183:4
funded	265:14, 19	239:7	322:21	geared
38:5	318:5	260:15, 16	325:3	9:15
133:24	323:4	316:14	327:3, 13	Geer
179:23	343:16	317:3, 7	328:2	9:21, 25
235:20	344:5, 25	322:19	329:6, 20	10:4 12:5
266:6	345:5, 6, 19	FY24	330:12	13:2, 19
353:10, 11,	funds	147:23	331:12, 19,	15:17, 21,
15, 21	24:21	148:2, 5,	24 332:16	24 16:5
funding	32:16	18, 19	333:17	18:12
12:13, 15	40:13	149:19	334:5, 13,	21:23
17:11, 24	149:16	151:14	25 335:15,	23:24
18:4, 10	165:14	FY25	21 336:7,	24:5, 24
19:22	168:12	134:18	11 337:5,	25:4 27:25
20:10	200:13	147:4, 24	16 339:12,	30:9 36:12
27:11 32:6	203:7	149:21	16, 22	41:3 42:12
37:23	266:10	157:22	340:13	44:15
40:14	317:10, 13	200:13	341:25	45:3, 19
44:21	funeral		343:12	46:8 48:5,
45:2, 16,	27:17, 18	G	344:17, 23	18 50:6
18, 19	164:3	Gabe's	346:12	70:23
85:11	165:5	281:16	347:9, 13,	72:8, 13
133:11	167:25	game	25 348:12	73:17
138:16	funerals	156:22	349:7	74:6, 11, 16
150:20	276:9	321:15	351:12	75:4 76:6,
151:20	furniture	gap	353:8, 25	9, 23 77:6,
156:10	299:22, 23	40:13	354:19	24 78:19
163:17	furtherance	186:2	355:16	79:8, 21
165:23	327:4	gaps	356:4, 11,	81:3, 23
166:2, 11,	futile	47:24	21	82:13, 20
14, 19	34:19	104:13	Garrett-	83:5, 9
167:23		110:6	harley	98:21
201:23			8:6	119:23, 24

120:18, 21	genetic	65:4 71:15	270:10	201:10
121:2, 10	277:6	73:25	goal	205:14
122:23	genetics	112:13	16:6, 20	207:13
126:22	280:2, 4	114:11	26:2 36:11	219:2, 21,
129:24	gently	122:9, 15	73:11, 22	22 236:23,
130:23	272:25	124:2, 9	109:4	25 240:14
131:3	geography	132:6	110:2	247:23
141:8	66:3	176:6, 13	113:6, 8	248:5
143:22	gesture	177:4	157:23, 24	263:22, 23
146:16	41:10	191:22	233:23	276:11
162:10	get all	203:16	234:5	283:13
163:12, 19	85:20	208:8	243:25	286:15
164:16	ghost	233:17	244:13	291:18
180:11	314:17	237:3	302:7, 11,	301:7, 8
182:5	315:5	320:8	13	312:10
genazes	323:23	334:19	goals	313:3, 22,
276:8	giants	335:11	83:8	23 315:17
gender-	315:4	337:7	302:23	324:18
neutral	Gillison	338:10	God	327:6
346:19	235:23	341:17	26:4 286:7	330:16
general	257:23	356:15	Goddard	331:4, 13
8:13 15:12	312:13, 22	giving	344:19	340:15
147:2	Gillison's	18:4 52:20	345:7, 9	342:12
205:4, 5	272:15	61:12	346:3	345:7
282:10	302:5	66:22	good	349:14
317:12, 24	Gilmore	162:13	2:3, 4	350:6
333:19	3:16	164:10	7:14, 15, 22	351:24, 25
General's	girls	208:7	9:25 10:3,	356:7, 14,
337:21	283:3	297:3	4, 18 28:13	18
generally	give	glad	31:12	gospel
234:22	7:3 9:11	62:24	35:17	125:25
generation	11:22 12:8	95:12	38:20 61:4	government
53:16	22:17	118:16	70:19, 20,	52:16
generations	24:2, 20	139:9	22 83:25	53:10
277:3, 7, 8,	26:20	279:11	92:5	54:24 89:7
11, 13	29:21 31:7	gladiator	101:21, 22,	100:16
280:8	40:17	275:7	23 123:9	118:21
genes	56:18	Glen	130:10, 12	119:8, 9
280:7	58:2, 10	275:17	134:23	133:25
		global	164:11	180:21
				190:10, 12,

22 191:16 205:10 268:2 government 's 268:5 governors 200:16 grab 186:16 grace 253:2 286:7 graduate 210:12 284:18, 20 graffiti 275:13 grand 33:9 grandfathered 346:18 grandmother 278:8 grant 14:19 19:8, 23 20:3 22:4 50:8, 13 265:14, 19, 25 266:6 343:16 344:5 345:19 grant-funded 203:8	grantees 22:13, 17, 21 23:12, 19 162:18 grants 17:4 19:20 20:8 49:17 161:6, 11 162:13 179:4 192:21 204:21 grassroots 20:19 grateful 61:15 300:20 318:22 great 18:13, 14, 17 22:9 26:22 43:25 53:3, 12 60:8 81:9 93:15, 17 101:11 109:21 119:17 131:23 154:24 157:21 177:25 191:10 199:13 219:19 236:6 265:11 269:24 343:4 352:5	great-grandmother 278:8 greater 211:3 greatest 342:18 greatly 241:8 247:2 green 57:14 58:7, 15, 17, 21 59:2, 3, 12 60:18 98:25 149:14 331:23 greener 155:14 181:2 184:21 317:6 319:15 331:2 greenest 8:24 119:20 greening 192:23 grew 279:19, 23 281:8 283:2 292:24 grief-stricken 164:7	grieving 164:15 grits 187:24 ground 21:14 24:11 47:13 81:25 94:21 101:9 105:23 107:23 151:8 169:6 180:12 187:5 193:4 group 13:7 67:22 90:10 187:13 210:24 222:4 244:10 265:24 329:22 330:18 groups 21:22 24:12 31:4 142:18 291:2 337:22 grow 52:6 279:21 287:2 292:25 317:3	growing 43:13 274:3 286:6 guards 246:21 guess 12:3 38:9 43:13 136:4 137:7 196:21, 24 301:17 303:3 306:16 320:18 340:15 348:22 349:3 351:2 guide 41:21 291:23 346:15, 24 gun 9:13, 16 10:17, 19, 21 11:5, 11, 13, 18 12:2, 16 13:6, 10 14:12 27:5, 19, 24 28:18 30:3, 21 32:8 46:3 51:12 162:23 262:6 274:21 284:5
---	--	--	--	--

293:5	handle	37:8 39:17	Harrity	115:23
314:15	77:23	97:17	3:22 62:4	117:24
316:24	125:20	191:11	135:16,18	144:22
340:6,10	160:19	223:21	275:13	158:12
guns	201:8	251:17	286:11,12,	161:13,21
235:22	238:16	252:17	17 288:16	163:10,18
245:12	254:14	348:18	289:2,14	226:8
247:10	323:8	happy	290:9	266:15
283:5	349:16	72:17	291:17	269:7,8
314:17	handled	198:4,19	292:18,23	278:3
315:5	33:23	251:10	294:24	healthcare
323:23	202:24	297:6	295:3	54:9,11
guys	handles	335:15	harsh	55:17
31:5	326:16	hard	286:24	104:24
275:15	handling	63:3 84:4	hate	105:7,21
281:16	74:21	152:6	276:14	111:22
283:3	hands	192:7	323:15	113:19
322:11	97:11	219:15	hates	147:11,15
337:10	274:16	257:8	184:19	151:16
GVI	hanging	267:22	HBCUS	hear
10:18	285:10	276:3	257:21	6:17 15:23
13:8,15,	Hangley	285:20	258:3	61:16
18,19,24	332:24	310:2	head	66:25
14:23	happen	315:10	178:12	97:2,13,19
15:3,6,11,	37:11	345:4	184:18	98:6,11
16 16:4,7,	38:8,9	356:17	287:7	99:19
10,16 17:2	188:2	hard-	heads	107:24
32:21 56:9	193:3	working	27:14 49:6	134:23
163:13	204:16	182:13	heal	152:4
H	286:24	190:21	224:11	155:12
habitual	332:15	harken	healing	178:11
234:4	344:15	198:14	40:7 44:3	233:6
half	happened	harm	health	260:20
13:22	62:14	33:3 169:7	8:15 14:15	306:22
63:16	64:22	170:3	49:10	325:7
106:8	129:7	172:3,4	54:17	heard
hand	131:24	Harris	59:24	80:21 86:8
105:12	142:12	161:25	76:17	94:17,18
302:20	happening	Harrisburg	91:14	97:7
		38:25 39:4		98:10,12,
				16,18,19,

24 99:7, 10,11,15, 16,17 100:10 102:5 108:22 113:17 124:16 128:25 130:19 131:7,14 142:15 160:13,20 168:25 170:20 180:10 183:17 184:22,24 185:8 189:13,21 216:7 227:23 247:24 296:25 315:24 322:11 326:12 328:11 332:17 354:23	309:24 338:14 hearings 32:6 38:21 43:2 183:9 186:22 heart 52:14 313:5 heavier 238:16 heavily 46:17 heavy 80:3 128:11 Heck 123:23 held 42:25 215:3 247:5 248:22,25 250:3 295:11 helped 88:22 203:23 helpful 50:5 65:23 69:5 258:6 helping 43:7 66:23 122:19 150:14 165:18 189:22 200:2 211:6	254:17,19 293:12 324:20 355:4 helps 192:21 202:6 275:8 hesitate 62:9 hey 124:15 130:17 284:25 315:4 high 33:10,17, 18 38:13 66:16 67:15,19 104:9 122:3 256:23 290:21 high- profile 180:17,23 181:13 higher 137:8 277:24 highest 66:20 208:23 highly 77:12 hire 50:24 122:6	133:3,5,9 148:4 212:6 307:6 317:19 343:16 hired 50:10,13 59:18 173:21 320:9 322:11 hiring 19:20 59:15 174:25 history 12:8 209:24 215:24 227:2 277:2,16 hit 71:2 180:12,20 220:7 328:25 hitting 21:14 83:7 hold 91:20 98:2 110:17 285:7 holding 156:25 334:22 holds 81:21 holistic	10:13 107:9,22 122:17 160:4 holisticall y 60:2 114:24 205:9 home 14:21 53:17,18 164:14 167:16 208:22 214:4 223:3 244:16 247:9 248:7 262:8 278:15 280:13 281:24 Homeland 90:15 91:7 homeless 93:16 102:15 125:3 126:4 254:17 288:5 332:5 353:18 homelessnes s 211:4 homes 33:19
--	---	--	--	---

37:13	hoping	145:8	257:4, 11	185:17
169:16	87:9	209:4, 11	258:22	203:13
222:2	108:16	210:22	259:15, 19	235:13
256:7	124:8	211:4, 9, 13	260:22	336:22
homicide	149:22	228:14	262:2, 16,	337:2
27:12 29:3	horrible	229:4	24 263:4,	human
41:6	340:17	254:18	16, 23	8:15 90:4,
141:12, 15,	host	287:6, 17	264:2, 8	13 91:6, 15
20 164:24	27:18	288:14, 22	265:10, 21	144:23
165:13	hours	289:9, 11,	266:18	205:22
181:14	63:16	13 290:22	268:14	221:5
186:9	204:19	291:16	270:5, 8,	222:19
282:20	239:11	299:22	11, 18	254:4
295:23	241:20	310:7	271:8	human-made
311:4, 8	242:8, 22	338:18	276:20	202:21
homicides	257:3	Howard	280:3	hump
180:17, 23	268:16	257:18, 20	283:16, 23	67:7
honest	house	Hudson	286:15	hundred
43:16	188:17	207:3, 10,	287:16	105:9
honestly	244:22	13, 15	288:18	148:7
34:19	278:12	216:8	289:5, 17	154:17
honor	281:22	219:23	290:13	239:6
31:14	287:9	220:3	292:3, 21	hundred-
67:21	291:6	221:18	293:16	some-odd
132:3	housed	225:17	294:2, 6	92:21
316:8	109:17	226:13	295:5	hundreds
honorary	214:2, 8, 18	229:11	296:8, 14	79:15
187:6	267:10, 11	230:2	297:7, 10,	317:9
honored	household	231:4	24 299:2	hurt
349:23	284:22	236:19, 25	300:17, 23	30:19, 20
Hoops	285:9	237:6, 9	301:2, 8, 25	233:10
178:17	housing	238:25	303:10	
hope	33:7 34:3,	239:8, 17,	304:20	I
156:21	13, 14, 17	21 240:8,	306:21	idea
179:8	43:8 74:23	14 241:13	309:16	9:11 18:13
333:17	75:18 96:7	244:18	313:13	21:12, 19
hopeful	102:12	247:21	huge	24:20 27:2
55:11	107:18	249:4	53:5 54:2,	30:5 31:7
215:20	113:12	250:19	7 58:20	39:16
	126:19	251:18	89:15	
		253:22	177:4	

58:2, 10	immeshed	impediments	204:14	incidents
108:12, 13,	246:11	147:10	210:14, 16	35:7
20 109:13	Immigrant	348:9	233:6	181:16
112:13, 23	90:2, 9, 18	implement	236:4	include
140:24	153:12	8:22 99:9	251:10	19:16 40:5
153:16	201:7	implementat	256:16	73:15
248:22	202:5	ion	285:25	160:15
259:25	immigrants	62:18	307:9	212:11
ideal	202:6	318:5	347:5	225:20
106:5	imminent	implemented	impose	258:23
ideas	32:8	51:18	5:6	263:7
335:3, 9, 10	impact	337:13	impossible	included
identify	14:12	implore	257:2	161:16
14:3 45:14	38:10	243:11	improve	162:4
104:13	84:20	importance	140:16	178:21
246:17	129:18	70:2 170:2	153:8	includes
247:8	132:15	important	173:15	318:2
ignorance	179:2	33:11 37:6	174:10, 11	331:15
296:12	235:13	39:15	316:23	including
ill	277:5	68:18	318:24	6:19 16:16
267:8	281:24	69:10	326:15	87:18 96:3
illness	305:20	95:12	improvement	105:24
269:21	impacted	120:22	240:3	113:19
illuminate	12:24	127:12	improving	130:9
202:22	24:22	130:2	173:19	132:14
Illuminatin	131:21	131:19	in-house	213:14
g	226:10	134:13	267:16	245:15, 16
192:21	impacting	139:24	inaccurate	250:24
illusions	169:15	144:24	166:18	inclusion
152:10	214:16	158:13	inappropria	161:12
imagine	impacts	159:21	te	304:8
64:11	152:25	160:22	209:18	305:3
201:2	170:18	162:12, 20	incarcerati	inclusive
immediately	203:10	169:8, 18	on	5:18
14:10	impeachment	171:22, 25	230:22	346:15, 24
63:14	333:8	174:23	incentive	income
65:22	impeachment	180:14	56:22	165:6
immensely	-related	193:14, 15	incidences	incoming
230:7	333:15	198:10	141:21	64:10
		200:6		302:11

304:22	incredible	45:25	165:20	316:23
incompetent	28:7 50:17	72:22 73:5	173:25	initiative
267:2	227:21	112:16	223:23	27:9
incorporati	255:6	141:10	241:10	35:12,14,
ng	257:24	144:3	259:2	19 41:8
5:24	307:20	182:11	303:3,5	42:19 49:7
increase	incredibly	199:20	335:2	54:19
5:4 157:24	67:21	272:7	342:4	58:15
207:25	130:2	284:21	348:10	178:22
208:12	158:24	inequity	349:2,6	218:16,17
212:3	162:19	222:5	informed	266:8
215:21	174:5	infamous	84:8	initiatives
217:17,21	176:2	280:10	128:19	12:11
219:5	219:4	influence	informing	43:24
225:3	232:12	118:23,25	127:6	58:17 59:4
226:2	260:12	119:18	infrastruct	60:18
228:18	independent	160:23	ure	129:20
236:3	50:7 119:9	201:3	8:5 62:22	161:8
237:4	173:7,11	influenced	70:5 140:2	179:3
238:2	247:3	81:19	258:25	180:6
249:5	independent	information	263:6	191:6
274:9	ly	29:8	inhabit	203:8
302:19	345:12	39:16,24	87:19	215:14
318:7	indicative	41:22	inheritance	217:16
320:5	166:20	42:7,10	s	241:5
332:13	indicators	49:22 51:8	188:4	316:2
increased	139:11	57:21	inhouse	331:21
213:16,23	individual	64:10,21	267:5	345:13
217:4,23	8:21 73:18	66:8 68:25	initial	innocence
239:14	118:9	70:9 93:12	107:14	247:14
increasing	144:9	110:3,17	127:13,14	innovative
40:16	189:23	127:7	137:22	316:8
172:4	336:24	132:7	148:3	inpatient
216:17	354:17	141:18	151:12	75:18
220:20	individuals	143:10	156:19	228:3
257:8	14:2 28:17	144:18	initiate	input
increasingl	32:7,24	146:20	88:23	81:15
y	33:6,12	147:20,22	230:9	insecurity
210:8	34:6,9,15	151:2	initiating	34:7
	42:10	162:2		

insensitive 180:20	87:21	351:9	intervening 351:6	investigati
inside 46:17 47:7,14,24 126:11 142:21 167:16 191:16 244:7 285:8	intellectua l 272:4 intend 89:20 intended 34:25 57:13 intent 88:16 intentional 19:9 128:2,10 182:20 302:4 interact 102:24 310:13,20 interacting 28:9 77:12 226:11 interaction 252:15 344:11 interagency 96:14 203:13 interdiscip linary 212:10 298:9 interest 130:7 203:18 225:5,6 334:10 341:22 350:4	interested 53:19,20 121:4,7 189:5 192:5 297:4 interesting 125:12 interesting ly 244:2 intergovern mental 6:3,5 39:18 55:2 87:24 96:14 intern 198:25 internal 341:7 internally 127:10,25 323:9 interpretin g 340:9 interrupt 208:13 intersection n 311:13 intervene 252:13 269:12 274:12,23 350:10	intervention 13:8 17:14,20 31:2 46:21 47:4 234:21 235:2 269:5,6 270:2,3 272:6 interventio ns 227:3 246:12 252:18 278:11 279:9 interview 300:4 interviews 300:2 303:15 introduced 310:18 337:25 introducing 177:9 314:25 invest 94:13 216:16 284:21 invested 100:23 249:15 255:23	ng 339:2 investigati on 308:3 investigato r 307:19,23 investing 59:11 215:6 217:25 218:23 264:11 317:17 investment 55:12 58:21 148:8 193:19 208:15 212:19 213:23 218:3 231:12 261:9,10, 11 262:3 263:2 264:13 316:13 investments 89:18 175:21 292:5,7 invitation 229:14 invite 231:18

invited	270:24	jacking	56:20 64:8	29:15, 20
48:23	285:22, 25	262:5	93:15, 17	35:11, 16,
229:12	295:19	274:22	94:23 99:8	21 38:18
involve	306:11	jail	122:4, 5	42:20
224:25	314:17	56:13	162:25	44:17
involved	315:12	243:16	191:2, 3	45:17
27:19	319:7	jails	201:14	46:6, 13
76:14	329:17	244:4	227:21	48:10
105:3	334:17	Jamie	254:20	57:20, 24
209:8	341:25	273:6	291:6	60:23
210:3	342:21	356:16	299:25	61:18, 24
223:19	issues	Jazelle	300:3	62:7 70:13
227:8	34:9 67:25	197:14	jobs	83:19
240:18	75:25	Jazelle's	55:20	91:23
324:25	132:23	198:25	56:4, 25	101:15
337:23	135:8, 9	Jeffery	57:6, 7, 12,	111:9
involvement	172:25	135:22	17, 18	115:6
212:23	181:17	146:4	59:19	117:16
299:17	196:24	195:13	64:13 96:7	119:3, 10
irregardles	263:3	jeopardizes	107:19	120:15, 19,
s	286:18	80:6	114:10	23 121:6,
27:18 58:5	304:4	Jerry's	115:22	14 123:5
Isaiah	305:13	297:3	116:11	135:12, 19
123:8	306:6	Jersey	121:24	143:3
130:17	317:15	217:5	126:19	145:24
172:14	320:23, 24	Jim	133:9	154:2, 9,
351:23	329:14, 17	286:5, 11	136:10	12, 15
357:3	335:25	Jimmy	174:23	155:6, 11
issue	343:2	275:12	Johnson	157:2
12:21	353:17, 20	JJSC	2:2, 5	168:18
39:22 48:2	item	214:21	4:13, 14	172:10
61:9 90:3	263:13	249:10, 13,	6:8 7:13,	186:5
128:21	items	18, 21	17, 23 9:9	188:23
158:15	74:22	250:8	10:2 11:15	194:8
171:21	174:8, 10,	309:9	12:7 13:14	195:2, 8
186:17	13	job	15:13, 19,	199:6
187:5	J	28:13, 14	22 16:2, 24	206:8, 22
194:16	JAC	34:7 54:14	20:2	207:7, 17
222:6	10:20		23:21, 25	219:13, 25
249:19			24:8 25:2	220:5
			26:23	225:15
				226:4

229:8, 15	259:16	junior	225:11	105:24
280:23	271:15, 16,	238:17	227:10	110:23
283:14, 18,	20, 24	justice	243:24	122:13
24 293:21	273:2	24:19, 22	244:7	123:12, 15,
294:3, 8	279:10	90:16	245:3	18, 20, 21,
295:8	280:9	187:20	248:18	25 124:8,
296:17	281:3	209:22	249:11	11, 17, 21
301:4, 11	283:11, 21	210:3	260:11	125:6, 9
309:18, 23	286:5, 23	212:24	274:6	127:4, 20
312:19, 23	Jones's	214:14, 16	306:14	128:24
313:15, 21	178:12	218:6, 12,	308:11	129:5, 6,
314:2, 6,	Joshu	14 243:24	327:18	16, 23
13, 23	161:25	244:7	juveniles	130:22
318:11	journey	248:18	26:9	131:11
324:12	114:13	252:15	221:7, 17	132:2, 16
331:6	judge	268:7	226:9	143:12, 14
336:14, 18	48:22	272:8	260:24	145:3, 4
347:15	228:6	278:2	281:20	152:4, 12
351:20	235:7	280:17		156:4
354:2, 8	242:10	289:16	K	157:4, 7
356:5, 9, 24	284:3	292:17	keenly	158:9
357:11, 20,	310:22	297:23	192:5	168:25
23	341:5	298:23, 25	keeping	169:22
join	judges	299:6, 16	193:5	171:13
9:22 29:17	309:10	300:19	312:25	186:25
161:22	judgment	307:2	Keisha	187:5, 7, 10
joined	328:18	308:10	207:3, 15	204:4
315:17	329:7	327:18	219:14	218:17
Joining	Judicial	329:14	229:21	228:22
7:25	220:14	335:8	Kensington	229:10
Jones	221:8	336:3	49:8 71:11	233:3
2:20, 21	judiciary	344:3, 24	77:11 78:3	241:12
42:25	123:2	justice-	79:18	Kensington-
48:12, 13	219:19	involved	92:16	allegheny
49:2 51:10	235:14	209:13	93:6, 10	144:10
55:22	June	juvenile	95:3 97:5,	key
57:22, 23	22:19, 20,	10:21	8, 16 99:6	29:23
60:25 61:3	22 23:2	209:21	100:23	30:20
116:9	340:18	211:19	101:3, 7, 12	39:22
186:19, 20		213:11	102:12	42:22
197:14		221:9		43:23

86:17 87:2	killed	338:23	lack	lane
108:24	11:23	349:17, 21	62:10	191:18
115:11	12:23	355:23	211:3	lanes
139:11	13:10	kinds	270:16	68:15, 16,
186:9	203:25	49:25	303:22	18 142:20
220:7	273:16	75:11	Lady	language
235:2	killling	104:21	271:13	346:15, 22,
236:9	293:14	325:22	laid	24
244:12	kind	knew	208:3	laptop
kicked	30:14	249:8	Landau	259:6
274:13	40:13	knowing	4:4, 5	263:8
kicks	49:21 64:6	159:18	101:18, 19,	large
71:19	66:2 71:5	345:16	23 107:20	90:11
kid	77:13	knowledgeab	109:12	248:13
27:19	78:15	le	111:6	largely
61:13	81:21	226:16	124:25	144:15
273:11, 12	82:8, 24	Krasner	125:4	149:19
274:12, 13,	112:20	216:24	188:25	150:10
14, 15, 20,	113:5	229:14, 23	189:2	201:16
21, 22	114:2	230:8	192:12	larger
276:10, 11	138:13	Kristin	193:23	90:13
280:20	144:22	109:23	194:6, 15,	189:21
287:3	151:7	354:19	23 195:7	252:24
293:7	152:14	kudos	251:23, 24	laser-like
294:14	169:13	356:15	252:4	12:18
kids	187:17		256:19	late
61:10	188:18		257:5	256:10
140:3	195:25	L	258:17	latest
249:11	196:17	L&i	259:12, 16	85:19, 20
276:23	267:16	87:10	306:22	laud
286:25	268:20, 25	319:15	336:15, 16,	221:24
289:3	269:13	320:12	20 337:6	law
294:18, 19	272:10, 17	321:10	339:8, 14,	6:22 14:3
295:10	273:10, 12,	labeled	20 340:4,	15:7 20:22
308:6	22 274:6	333:4	20 343:5,	97:20
328:16	296:2	Labor	14 345:23	98:5, 14
kill	303:22	55:7	346:10	114:20
11:23	312:6	323:11	347:7, 11	115:2
12:22 31:6	321:7	labors	landlocked	187:13
273:15	326:2	66:12	196:17	
	332:11			

188:12	328:4, 6, 16	225:20	242:2	85:25
190:11	329:5	leads	252:20, 23	101:9
191:22	lawyer	211:3	314:14	113:25
209:12	250:7	229:2	316:9, 14	116:17
216:11, 21	252:21	lean	317:21	119:14, 17
218:15	298:10	18:18	320:3	141:17
238:14	352:24	learn	324:25	220:8
241:19	353:2	22:3, 6	333:7, 15	237:25
249:10	356:6	205:12	344:13	256:24
257:12	lawyers	learned	353:6	267:18
270:23	210:4, 13	292:13	354:15	285:19
296:12, 14	211:23	learning	Legendary	309:11
315:20, 25	224:20	23:15	178:17	levels
316:7, 15,	237:17	238:18	legislation	115:10
18 317:8	239:4	lease	176:19, 23	166:20
319:4	242:20	288:11	314:25	211:24
321:3	264:3	leave	318:21	267:19
324:9	269:11	189:4	352:7	327:20
325:16	336:24	leaving	legislators	leverage
326:16	341:2	144:10	128:14	54:5
327:16	355:18, 21	156:24	length	LGBTQ
334:15, 21	lead	303:18, 20	309:4	305:7
336:23, 25	30:15	led	lets	license
337:8, 20	47:20 57:7	109:23	355:9	319:6, 7
343:17	144:2	left	letter	320:24
345:11	171:23	156:25	42:8 86:21	321:24
346:5, 6	265:7	172:13	letters	life
349:5	335:5, 6	275:25	41:5, 13, 15	43:22
351:5	leaders	276:2, 7	letting	101:6
354:18	128:15	280:16	128:14	152:3
355:7, 14	129:9	281:19	level	153:8, 9, 17
Law's	leadership	303:16	12:3, 13	166:21
317:5, 18	28:2	legal	19:22	168:25
331:15	101:14	202:7	27:6, 15, 19	197:11
332:23	113:23	210:14	30:17 36:4	281:6, 7
lawlessness	118:24	212:10	45:16, 18,	284:6
274:7	120:12	218:4	20 51:12	285:4
laws	121:3	219:17	69:17	294:21
96:24 97:3	123:3	224:21	84:25	312:7
lawsuit	183:2			316:24
173:6				

318:25	listened	160:14	95:21 98:2	250:20
life's	140:21	311:19	103:4, 24	288:7
281:6	listening	lives	105:4	293:7
life-saving	123:13	122:19	106:16	307:21
169:21	124:14	142:13	107:2	longest
lifting	129:11	159:14	126:19	210:23
80:3	157:11	310:15	134:8	longevity
128:11	186:23	311:14	142:8	34:19
light	213:7	316:19	173:9	looked
200:5	319:25	living	189:14	18:9 46:14
likelihood	lit	171:14	228:3, 11	95:5
211:4	135:17	282:11	229:5	199:25
limit	literally	331:2	233:11	loop
54:21	25:21	loan	248:19	188:8
limitations	35:25	355:10, 11	251:17	lose
126:7	67:25	loaning	253:17	40:14
limited	96:12	355:23	255:16	losing
337:11	130:20	loans	308:19, 21	12:25 44:9
limits	131:12	216:5	314:3, 5, 7	205:25
202:22	137:16	Local	321:2	loss
lines	142:11	175:22	343:9	203:11
110:11	183:22	176:3	352:13	lost
195:19	273:13	located	long-term	27:5, 24
348:25	300:4	177:14	60:21	30:2 101:6
lion's	litigation	location	79:16	129:22
212:5	247:4	227:7	80:16	152:2
liquor	249:20	242:15, 17	82:17	167:17
320:24	316:23	locations	93:25 96:7	215:17
list	323:6, 23	33:8, 14	107:17	234:24
29:7 88:4,	330:4	146:6	113:11	280:20
6 124:9	334:10, 20	242:18	145:7	lot
126:24	live	lock	151:8	18:2 24:12
203:17	81:13, 25	112:7	170:8	28:11
228:3	196:4	locked	208:15	32:10, 21
listen	197:2	122:2	longer	34:8 37:20
158:11	227:7	long	93:24	38:15
356:11	282:9	19:16 44:3	114:22	42:10
	288:23	71:24	127:19	51:17 53:8
	305:19	79:22	193:9	54:8, 11
	lived		228:25	
			249:25	

59:14	230:25	lovely	240:12	make
60:10	238:8	182:13	247:24	8:23 16:17
68:24	255:6, 19,	loves	252:6	34:16
75:17	20 273:9	120:5	263:21	36:3, 25
87:23	278:19	loving	271:6, 17	37:10, 20,
94:12	282:2	103:3	279:18	22 40:12,
96:11, 12	285:13	lower	made	15 49:13
100:23, 24	286:18, 19	213:18	69:2 107:2	51:2 63:6,
103:5, 23	294:10, 11	299:19	113:24	13 65:16,
104:2	295:9	345:21	128:8	17 66:5, 20
105:3, 17,	315:25	Lozada	144:11	67:10 70:7
18 110:3, 7	321:6	3:5, 6	224:13	72:19 80:7
113:19	337:9	92:2, 3	270:17	82:16, 22
115:13, 14,	338:18	94:16	292:25	83:7 86:20
17 116:21	352:15	96:22	293:7	90:5 93:21
118:19	353:16	99:14	310:17	95:19
123:19	loud	131:25	maintain	101:12
125:21	256:21	157:6	34:17 95:7	109:5
126:3, 10,	Loughead	168:20, 21	205:6	110:10
17 132:12,	2:11 4:19	171:12	223:6	114:10, 14
13 133:15	7:6 206:24	318:14, 15	228:15	116:15, 21
134:3	love	320:16	maintained	119:19
148:25	65:5	322:10	265:16	127:12
150:16	107:22	324:10	maintaining	134:20
158:9	159:22	Lozada's	199:24	149:15
160:9	180:15	104:8	224:13	150:2
168:6	188:19	109:6	major	151:12, 17
169:20	193:2	241:15	25:12, 14	152:21
173:25	194:21	luxury	122:18	153:16
181:24	223:15, 25	277:15	197:7	155:19
184:8	252:9	Lynne	289:19	161:22
185:23	253:5	311:7	majority	164:20
190:21	271:2		17:15	167:9
191:9, 14	278:21, 25	M	208:11	168:2, 10
192:8	297:22	Macarthur	214:24	170:14
196:3, 14	loved	265:14, 19,	215:18	171:6, 10
197:12	12:25	24 266:5,	222:9, 14	172:2, 7
198:17	27:5, 24	8, 10	257:13	191:6
201:3, 7, 13	30:2 42:16	Madam	278:3	194:4
220:21	44:9		309:8	195:3
221:6	226:23			208:16
224:5				214:17

228:23	66:9 91:10	205:13	Mansfield	materials
232:14	93:2 94:6	272:21	284:20	159:5
233:24	119:18	299:14	311:3	matriculate
234:6, 8	121:17	318:6	manufacture	272:7
235:17	136:16	manager	r	matter
236:5	139:17	312:6	314:16	37:13
238:10	144:12, 24	managerial	mapping	73:19
240:2	153:19	303:25	105:14	130:5, 8
241:3, 11	154:18	managing	March	157:5
245:5	157:8	6:18 7:10,	255:22	249:3
252:13	170:12	24 8:3, 4,	Marcia	260:21
261:11	187:4	7, 9, 11, 13,	50:16	350:10, 11
262:2	193:5	15, 17, 20	mark	matters
267:20	220:8, 12,	10:24	229:18	14:18
268:5	23 236:16	46:18 57:9	320:18	344:20
269:16	253:20	62:20	market	351:4, 7
280:15	254:6	65:14	106:22	mature
285:3	255:7	70:4, 11	107:3	292:12
288:21	263:8	87:16	151:7	Mayor
292:7	286:3	92:20	Martinez	6:2 39:2, 5
294:11	302:24	98:22	185:18	41:18
299:24	312:8	100:18	Mary	42:13
301:13	326:2	132:13	14:20	48:20
304:21	males	141:14	Maryland	52:18
320:19, 25	214:17	172:22	281:17	53:12 55:3
325:24	man	177:2, 11,	massive	67:15 97:7
326:19	123:6	14, 20	49:8	98:10, 15,
343:2	273:3	190:8	master's	19 99:2, 8,
344:12, 15	285:2	191:21	268:15	11, 12, 16
349:25	286:19	193:10	match	100:21
350:7	manage	199:2	181:18	106:14
makes	150:7	270:21	matching	108:22
84:8 217:5	225:23	342:17	116:6	110:15
235:13	management	mandated	materialist	113:23
makeup	50:23	210:10	153:2	118:23
301:23	51:23 52:9	218:4	materially	119:16
333:19	108:5, 10	mandatory	139:12	120:3, 5
making	162:16	305:7, 9		173:20
5:11 30:9,	197:16	manner		176:9
12 44:23	202:19	266:16		184:13, 19
64:16, 17	204:12			

185:2, 4, 11, 22 186:15 187:3, 19 191:9 192:4 193:13, 16 319:24 352:23	MDO's 92:8 108:7 241:7 331:17 332:11 352:24 353:21 meaningful 173:5 211:12	282:16 medical 41:25 76:16 111:24 112:14 115:7, 8, 10 116:5, 24 156:9 167:12	151:10 160:8 170:10, 11 183:14 184:25 199:25 281:23 302:23 357:13, 24	30:23 37:2, 4 38:12, 23 39:19 41:6 44:13 58:7 79:24, 25 142:10 159:23, 24 178:3 196:25 207:18 226:6 257:25 261:20, 23 275:21 278:19 309:21 354:5 356:6
Mayor's 8:23 99:9 101:13 105:6 109:23 124:16 131:15 155:3, 13 176:15, 21 192:6 193:12 203:22 208:16 320:2 354:14 355:2, 11, 15, 17	means 26:6 33:17 34:10 217:22 313:5 meant 331:17 measure 67:6 158:11 measures 6:13 62:20 67:2 68:15 137:6, 12, 21 138:8, 14, 20 139:10, 20 341:4 measuring 49:16 mechanism 74:24 79:5 268:25 355:22 mechanisms 147:12 151:18 media 47:7	medication 269:18, 19 medium 80:16 93:25 107:17 113:11 114:21 151:8 170:8 meds 54:11 meet 82:12 104:17 121:16 133:22 171:13 211:25 241:14 256:8 meeting 2:7 14:14 39:18 69:23 82:23 83:2 104:16, 21 107:11 124:4, 10 130:6	meetings 48:23 79:24 83:11 171:15 183:8 184:11 229:13, 23 meets 290:15 Meghan 344:18 345:8 Melissa 257:25 member 7:5 57:22 60:25 61:5, 25 154:3 186:6 187:7 188:7 241:14 284:16 294:23 336:19 members 7:23 8:2 10:5 14:8 25:21	196:25 207:18 226:6 257:25 261:20, 23 275:21 278:19 309:21 354:5 356:6 memberships 48:24 men 275:18 mental 14:15 158:12 161:13 163:10, 18 226:8 266:15 269:7, 8, 21 mentally 267:8 mention 256:2 322:11 mentioned 11:17 32:3 76:21 152:2

190:19	283:20	14,18	227:3	15 300:8
191:19	middle	149:12	missing	Mohr
240:19	107:2	154:5	59:21 63:8	8:2
269:23	114:3	161:7	106:22	mom
329:10	123:23	192:18	mission	277:20
338:6	131:12	194:20	29:13 58:6	278:7,11
345:14	214:20	200:10	119:19	280:7
mentors	282:8	207:25	mistake	285:6,14
298:17	midnight	241:11	234:8	291:7
mess	283:7	242:16,19	310:18	moment
332:25	midst	243:2,4	mistakes	76:8 163:9
message	133:2	263:14	22:3	242:3
130:16	migrant	318:3	233:25	251:6
297:2	200:10	millions	234:7	259:25
messages	migrants	317:10	mitigate	268:18
260:13	200:15	Mills	196:24	269:14
messaging	Mike	275:17	mitigating	moments
144:16	8:3 58:9	mind	190:15	208:7
messengers	70:3	57:22	mitigation	Monday
14:7	milestone	157:10	277:2	63:18
met	34:20 71:2	225:5	mix	money
106:14	milestones	306:9	281:9	14:22,25
121:3	29:23 31:8	mindful	mixed	18:25
128:3	Mill	281:12,14	303:3	19:8,25
216:25	36:15	minds	mobile	20:6
312:24	million	317:21	169:11	28:10,11
method	10:11	mine	170:23	32:12 50:3
152:15	11:12	108:4	171:18	59:23
153:3	12:10	286:25	222:20	87:12
metrics	13:22	340:15	modality	106:25
244:12	17:5,6,8	minute	268:20	133:21
mic	24:19,23	176:6	mode	134:25
42:21	25:25 28:6	273:17	200:24	140:25
micro	35:17	343:10	model	141:6
12:3	57:25	mismatch	13:24 47:3	147:25
mid	133:16	184:9	253:24	148:6,8,21
79:22	145:14	misnomer	278:25	149:6,19,
mid-year	147:23	294:14	298:9,13,	20 154:10
	148:7,13,	missed		159:7
				165:5

166:4, 16	Moore	MOU	185:10	
167:2, 12,	140:10	342:16	190:4	N
21 168:3,	moral	mouth	236:18	named
6, 9	14:6	72:6	310:4	124:7, 12
178:15, 18	morale	move	325:8	names
180:3	174:17	13:16 20:4	MSWS	279:23
230:5	morning	36:9 67:17	255:14	332:25
236:6	2:3, 4 6:17	96:19	multi-day	nation
248:13	7:14, 15, 22	116:22	71:19	8:25 30:15
283:19	9:25 10:3,	128:9	Multi-modal	107:7
299:23	4 31:12	143:17	67:23	265:5
330:7	61:14	145:9	multi-	335:19, 22,
341:18	70:19, 20,	156:16	tasking	24
monies	23 83:25	169:16	186:24	national
15:9 45:10	92:5, 6	176:7	multi-year	64:4 299:7
monitor	101:21, 22	184:23	17:11	nationally
244:3	123:10	185:3	18:10	299:12
245:4	241:22	196:18	multiple	natural
247:3	256:9, 25	206:14	148:20	202:20
349:25	313:22, 25	231:12	179:10	nature
monitored	326:13	280:15	209:25	202:19
117:23	332:18	305:17	230:16	navigate
monitors	338:6	356:13	322:9	209:9
173:7, 12	351:25	357:6	Municipal	289:8
244:22, 23	354:24	moved	53:11 54:4	290:5
month	357:8	107:4	60:6	navigated
106:8	mother	149:6	murder	290:6
178:17	346:21	355:16	30:24	navigating
214:20, 23	mother's	357:12	murdered	191:12
255:21	280:6	movement	30:23	288:11
290:15	mothers	59:10	43:17	navigator
months	27:4, 23	moving	murdering	287:6, 17
117:8, 10	40:8	34:18	30:25	navigators
127:6	285:14	84:15	murders	209:4
248:21, 25	290:22	88:25	135:9	210:22
307:17	291:3	106:19	MV	211:5
318:22	motion	127:11	338:4	288:18
348:23	327:17	139:18		necessarily
moons	328:20	148:24		
199:2	357:4	149:2		

69:9 88:19	negotiation	neuropsychological	Noelle	numb
104:7,8	20:5 39:12	266:25	171:16	37:8
114:23	negotiations	neuropsychologist	non-general	number
116:4	133:2	266:23	149:23	33:11
118:20	neighborhood	news	non-profit	38:14
132:7	9:4 43:14	152:5	163:17	42:17 55:5
138:17	170:18	201:10	non-profits	57:6,8
141:25	183:17,20	247:23	189:22	66:20
183:12	227:7	248:5	noon	73:24 91:8
191:17	240:22	261:6	242:4	92:15,17
198:7	350:5	nice	Norristown	93:9,10,
284:25	neighborhoods	273:20	267:11	13,22
349:23	31:6 46:23	Nicholas	North	94:8,10,15
needed	97:4	146:12	305:24	112:10
23:9 35:10	105:23	195:14	Northeast	116:25
36:20,22	110:24	Nick	207:8	125:2,7,8,
75:22	143:19	331:7	note	14,16,17,
79:15	169:15	night	189:19	19,20,23,
85:11	275:14	69:23	198:24	25 136:16
111:25	286:25	183:14,15	noted	167:18
150:25	294:5	239:11	195:3	178:20,22,
166:8	311:18,20	242:25	notes	24 180:17
168:7	neighbors	256:10,25	244:6	187:12
172:6	62:8	nights	notices	200:25
231:15	106:12	243:2	72:5	203:5
338:3	171:14	Nina	347:23	274:10
344:8	net	83:22	notion	numbers
needing	123:2	157:15	120:4	33:10,17
33:19	147:17	324:15	November	46:10
148:4	net-net	Ninth	199:18	80:11 84:2
neglect	59:3 60:17	62:8	327:19	93:4,8
222:10	network	NKCDC	nuances	102:17
negotiate	47:6,11	81:4 128:4	77:15	104:10
330:23	68:17	no-brainer	nuisance	126:15
negotiated	335:23	220:10	319:3,13	153:4
133:23		nodded	320:19	163:4,16
134:16		276:18	321:2,8	181:8
negotiating				320:12
175:23				328:8,21
				nursing
				116:4

nuts	296:7, 10,	occurs	150:24	118:6
327:5	15, 19	234:21	offering	126:3, 25
Nutter	297:8, 15	October	14:13	131:15
312:15	298:24	38:7 40:15	73:4, 15	132:14
342:16	300:14, 18,	OEM	80:8, 10	137:17, 24
NYU	24 331:8,	153:12	offers	138:17
264:9	9, 13, 20	201:7	14:9 60:5	139:2, 25
	332:10, 20	202:17	168:4	140:19
O	334:2, 7, 14	203:5, 8	249:22	141:4
O'NEILL	335:13, 17	204:13, 19,	office	142:3
3:13, 14	336:5, 9, 12	22 205:7	6:19, 23	162:21
O'ROURKE	O'Rourke's	206:2	8:7, 10, 20	163:22
4:10	124:6	OEO	10:8, 14,	164:4, 22
70:16, 17,	O-P-A-L	325:16	15, 25	165:2, 8, 9,
22 72:11	324:21	offender's	23:3, 17	16, 17
73:13, 23	obligated	233:14	24:3 26:25	172:23
74:9, 14, 18	332:24	offenders	27:14, 22	177:2, 3,
76:4, 7, 12	obligations	231:3	28:2 29:4,	11, 13, 15,
77:4, 20	133:22	233:8, 10	12, 22	18, 20, 23
78:2 79:7,	349:22	234:4	31:9, 15	186:24
10 80:19	350:8	306:14	32:15, 17	190:8
81:20	obtain	322:9	40:2, 9	191:20, 22
82:7, 15, 21	319:11	338:17	41:2, 17	192:6, 18
83:6, 16	obvious	offense	42:2, 4	193:10
96:16	63:5	262:6	43:5	194:17
146:12, 13	240:25	offenses	45:12, 22	197:13, 16
147:18	occasion	230:17	46:18 51:2	198:20
148:12, 23	205:16	233:22	57:4 62:21	199:2
149:8, 13	349:17	offer	67:22 71:9	201:6
150:3, 17	occupants	41:19	84:12	204:11
151:22	71:16	42:13	85:8, 22	205:22
157:13	occur	56:10 60:7	87:9, 17	215:7
195:14	74:20	161:19	89:25	216:18, 20
199:9, 10	occurred	196:7	90:8, 18	220:16
202:3, 11,	25:17	258:8	91:15	229:25
15 206:4	occurring	278:16	92:8, 14, 21	231:8, 11
240:10, 11,	16:19	offered	93:16	240:24
15 243:21	274:7	56:16	98:22	241:7
247:19, 22		78:17	108:5, 7, 10	255:12
295:2			109:23	259:2
			117:18	264:6, 19
				265:15, 20

268:23	348:11	21 326:2,	201:12,15	208:9
270:22	official	7,21 327:9	operational	230:20
273:13	282:19	open	109:10	241:14
287:9	officially	27:15	149:24	286:4
290:17,18	48:20,25	56:14	operations	310:12,20
301:19,24	officials	200:2	154:21	312:5
306:11	119:5	opened	316:14	opposed
308:11,12	offline	65:21	opinion	7:4 166:22
310:5	322:3	operate	133:20	351:5
329:11,24	oftentimes	138:6	176:21	357:21
330:15,22	92:7	147:4	248:6	opposing
331:17	169:12	167:7	276:15	350:2
332:5,8	OHS	191:6	opinions	opt
333:12	80:10	200:11	272:21	18:24
334:11	93:16	203:9	Opioid	optimal
337:22	103:12	operated	11:3 79:25	262:13
348:5,17	OIA	150:23	98:23	optimism
351:15	91:11	operates	opportuniti	185:5
352:20,24	OIT	19:5	es	option
353:4,7,21	259:5	142:16	14:16	311:16
354:14	262:22	operating	54:12 55:6	optional
355:2,11,	263:13	4:22 6:12	73:8	323:25
15,17	older	8:18,22	115:21	options
Office's	45:25	10:7,23	116:10	18:15
8:18	209:5,8	50:16	147:10	227:25
officer	211:8	87:19	213:4	230:21,24
50:16 81:6	287:19	108:25	233:18	243:10
88:11	288:20	119:6	251:15	orchestra
98:14	292:8	146:22	289:13	92:11
310:21	298:5,11	147:3	290:25	100:3
officers	on-ground	207:22	291:15	order
36:2 77:9,	210:2	315:21	opportunity	4:18 14:17
16 174:22	one-way	323:3	8:25 39:11	18:3 67:16
175:2	196:14	324:5	54:2 56:6,	137:17
187:14	ongoing	329:12	19 57:15	161:22
221:10	214:7	operation	63:6 71:14	169:9
246:25	OPAL	23:2 27:3	72:2 78:8,	188:5
offices	325:3,4,6,	142:21	13 87:6	206:23
66:18		156:6	119:21	257:16
138:2		175:4	155:14	
264:15				

267:18, 19	125:15	344:10	208:8	Palantino
268:6	126:24	outlook	overwhelm	8:8 85:2
291:23	128:16	225:4	240:23	86:24
339:18	139:15	outlying	owe	panel
orders	161:10	143:19	271:25	309:21
100:6, 17,	178:16	outpatient	owners	pants
20	179:22	228:2	158:2	188:17
ordinance	235:15	outrageous		Papal
4:22, 24	291:4, 9	251:8	P	198:14
5:13, 16	299:8, 9	outreach	p.m.	paper
133:7	organized	28:25	84:6	259:5, 6
org	98:13	72:22	206:17, 19,	paperwork
354:21	100:16	81:14	20 242:4	21:10
organizatio	193:21	125:21	PA	paraphernal
n	organizing	157:24	261:14	ia
21:4, 8, 21	66:2	158:5	345:3	321:16
23:23	original	159:5	package	parent
124:7, 12	31:18	outstanding	59:22	61:7, 10
132:24	88:16	314:14	338:9	276:16
133:13	145:12	overcome	PAD	278:18
215:15	OSH	224:15	79:4	279:2
216:2	103:11	overcrowdin	232:21, 22	346:20
239:2	OTIS's	g	234:15, 17	parented
271:25	66:15	214:6	paid	278:21
289:25	out-of-	327:17	164:2	parenting
299:7	school-	overflow	191:8	274:23
304:4	time-based	102:19, 20,	259:7	parents
organizatio	129:20	22	307:18	226:22
ns	out-of-	overruns	341:2	274:3
17:9, 23	state	87:8	350:8	277:18
18:3, 7, 11,	249:9	oversee	paint	278:23
16, 19, 22	out-of-the-	150:7	18:5 335:5	279:14
19:2, 5, 12	box	overseeing	pair	294:20
20:20	310:6	102:22	299:13	parents'
21:6, 9	outcomes	oversight	paired	61:9
22:14 24:2	90:7 278:3	173:5, 14	300:11	224:20
40:5, 6	298:13	176:20	pairs	parity
47:12 51:5	299:17	overview	256:13	264:18
81:5	300:6			
124:5, 9				

park	121:17, 24	parties	partnership	paths
169:12	122:21	325:18	35:24 44:8	281:12
Parker	123:17	349:24	53:3 86:19	pathways
41:18	144:5, 13	partner	206:13	46:3
42:13	154:16	23:4 78:9	221:4	patients
52:18 55:3	161:20	120:22	257:18	106:13
67:15	162:12, 24	290:25	partnership	154:19
98:19	163:12	291:2, 9	s	156:25
99:12	184:20	partnered	10:16	170:16
100:21	191:5, 11	21:21	81:22	patients'
106:15	193:11	partnering	127:3	96:5
173:20	211:2	111:20	232:8	pause
185:4, 11, 22	221:14	partners	291:4	343:10
Parker's	224:9	14:20	299:12	pay
53:12	229:12	63:23	337:20	59:19
113:23	233:13	76:13	parts	104:25
118:24	235:21	78:10	42:23	133:8
parks	236:16	87:24, 25	170:8	134:15
11:9, 20	239:22	88:22	190:9, 11, 14 315:2	147:13
57:11 86:2	242:13	90:16	party	149:23
88:18	243:13	96:11	283:6	166:17
316:22	268:11	104:2	passage	168:3
Parkway	270:25	114:9	44:22	216:5
195:22, 25	280:4, 17	116:11	passed	258:20, 22, 23, 24
196:4, 6, 7, 23 197:2	288:5	120:10	42:11	323:4
part	290:14	122:25	past	341:18
15:8 20:12	303:10	151:19	12:8 55:6	payers
39:9 56:9	304:9, 22	169:2, 5	76:21	105:8
57:18	305:3	186:10	92:10	147:8
59:16, 20	312:15	201:8, 18	139:15	paying
63:8 76:10	313:7	209:12	171:15	162:6
80:23 81:2	316:19	232:20	179:4	333:13
87:23	325:25	245:25	270:22	334:8
88:24	328:24	290:12	307:20	341:23
90:12 94:7	341:14	297:22	317:8	payment
109:10	participant	298:23, 25	352:18	147:12
114:15	56:12	299:5, 6	path	151:17
118:4	participati	335:8	286:9	payments
	ng	339:4	291:24	
	119:19	346:25		
	121:8	347:2		

189:15	258:12	145:9	276:5, 16	perception
332:24	259:9	148:5	280:19	181:6, 11,
333:7	262:22	150:16	281:11, 13	17, 22
343:3	270:16	151:10	282:3, 23	183:7, 23,
PCCD	271:2	155:21, 25	284:24	25 184:10
167:5	people	156:3	286:2, 20	186:2
PCCD - FUNDED	14:13	158:7, 10	288:17	187:13
40:3	24:21	159:8, 17,	289:6, 15,	188:10
PD	30:19, 20	19, 22	20, 24	341:21
228:5	31:4 33:18	160:5	290:2	Percs
PDP	37:12	177:7	293:5, 6	295:22
174:19	43:3, 8, 15	178:23	303:20	performance
175:21	44:4 47:16	181:25	304:8	50:23
peer	48:3 55:25	182:2	306:25	110:18
282:15	59:5, 13	183:11	307:5, 10	137:5, 12,
289:6	60:3, 12, 19	184:8, 23	311:13, 21	20 138:7,
297:18	66:6 73:12	185:8, 12	323:16	13, 20
298:3, 10,	74:13	186:13	340:9	139:10, 11,
17, 18	75:16 78:7	188:12, 13	people's	19 162:16
penalize	79:15	189:16	181:6	period
27:16	80:14	190:21	perceive	25:6, 14
penalty	81:12 82:3	192:8	274:4	74:12
276:25	91:10	199:22	percent	162:24
277:4	94:23	212:20	16:18	permanent
pending	96:19, 25	214:3, 18	38:12, 13	33:5, 7
340:11	97:12, 21	218:5, 8,	49:19 56:7	43:8 210:9
Penn	98:3	12, 13, 21,	102:14	211:2
257:15	102:10	25 220:23	122:23	328:19
Pennsylvania	103:17	221:13	131:10	perpetrator
6:3 37:25	104:21	231:2	184:7	s
165:24	112:6, 10,	233:24	191:3	13:11
202:5	17, 22	234:6	211:18	person
237:11	121:19	236:10, 12	214:17	19:24
284:19	122:19	241:18	218:21	28:25
340:11	125:13	244:14, 15	222:11	30:25
pension	128:23	246:18	244:6, 8	42:17
59:24	129:10, 14	247:8, 9, 10	245:11, 13	78:24
236:7	132:5	251:14	302:7, 8,	81:24
	133:9	256:13	11, 13, 14	98:11
	136:10, 16	262:8	306:25	100:5
	144:17	272:22		
		273:13		

190:2	petition	9:4,17	282:22	178:16,17
216:9,10	347:24	12:17 27:9	294:17	184:16
233:22	349:4,6	30:14	305:13,16,	185:9
235:9	350:15	31:13,17	22 311:5	200:3
275:11	petitioner	34:14 40:4	312:25	258:14
276:12	350:3	41:19	315:7	282:18,19
281:25	petitions	43:18	316:12	305:23,24
282:11	351:6	44:23	317:4,16	Phillystat
292:10	pets	46:24	327:18	108:21
313:12	159:13	47:5,10	334:24	109:22
320:25	PFAS	51:14	356:13	110:12,16
325:5	330:6	54:19	Philadelphi	139:22
326:9	335:5	69:15 97:3	a's	354:23
341:8	ph	105:23	9:13 78:6	PHMC
346:20	276:9	113:16	79:13	232:11
350:2	phase	156:23	199:23	235:15
personal	71:13,18,	157:20	208:19	Phoenix
74:22 76:3	19,22	174:4	Philadelphi	260:6,8,11
101:4,5	72:2,21,25	180:18	ans	275:3
personally	73:7,9	181:3	168:11	phone
45:21	78:8,17,25	182:2,3,17	182:14	130:17
50:15	80:13	183:12	333:13	204:17
277:22	109:15	193:6	philanthrop	338:8
315:8	114:4	199:14,19	ic	photos
351:14	127:14	200:16	88:22	62:18
352:5	phases	201:17	151:19	64:20
perspective	72:19,24	204:6	Phillips	phrased
144:23	73:14	205:13	3:10,11	150:11
262:13	127:22	206:14	61:21,22,	physical
293:23	128:13	207:16,20,	25 62:6	116:14
330:4	phenomenal	23 208:17	65:13	140:2
350:20	180:8	218:22	66:13 69:3	222:13
pertains	phila.gov/	224:6	70:10 71:6	277:9
306:11	jobs.	231:7	Phillips'	pick
perusing	174:25	243:24	61:5	293:5
71:5	Philadelphi	250:12	Philly	picked
pet	a	252:8	43:20	274:14
158:2,13	5:2,6,21,	256:6	57:16	picks
159:9	23 8:23	258:7	81:25	274:21
		261:12,13,	120:5	
		16,17		
		265:7		

picture	213:25	125:12	163:18	159:13
165:10	214:6	164:13	173:14	160:17
pie	place	184:8	174:9	221:12
17:14	20:22	243:4	178:21	226:7
322:23	27:12	256:5	181:6, 21	249:18
piece	34:17 67:3	262:4	196:22	270:7
49:9	86:11 88:2	276:19	224:16	306:17, 24
126:21	90:5 99:6,	299:8	228:22	played
151:9	21, 23	placing	229:10, 12	156:24
192:10, 11	109:14, 18,	262:7	239:6	playgrounds
252:24	22 145:15	plan	241:2, 12	316:22
259:5	162:16	5:22 6:15	271:2	playing
pieces	178:25	11:18, 22	planning	111:23
106:21	180:7	16:9, 11	13:15, 22	281:17
327:6	205:4, 5, 11	17:12	19:17	plays
pilot	234:25	19:14	67:23	105:22
25:6, 7	243:3	35:23 36:8	76:11	162:18
26:3 34:24	245:18	71:8, 13, 25	106:9	186:12
35:3	282:21	73:14, 20	127:15	354:18
piloted	287:9	74:4, 21	156:17	pleadings
35:6 36:14	288:23	75:25	185:2	328:7
pin	322:12	76:10	197:18	pleased
38:19	342:18	77:11 78:9	198:8, 18,	8:16 49:18
94:10	348:13	79:17	22 287:21,	207:21
pipeline	placement	80:24	24 332:12	213:6
51:21, 22	209:25	81:2, 19	plans	306:21
55:18, 19	210:17, 19,	83:3, 4	17:10	315:19
57:12, 13	24 214:4	102:19, 20,	22:19, 22	pleasure
85:4	223:14	22 111:3	29:11	177:5
118:19	228:7	112:18	84:15 99:9	316:8
201:4	249:9, 12,	122:12	102:25	plenty
208:15	25	124:11, 16,	143:12	43:15
211:17	placements	23 127:8,	214:2	312:24
260:2	222:4, 25	9, 21 128:8	332:12	plug
pipelines	250:21	129:5	plate	114:21
52:10	261:22	137:4	186:16	178:3
pivot	308:21	144:5, 13	315:3	346:13
324:7	places	145:13	play	point
PJJSC	75:17 97:6	146:5	11:11	18:14
	101:3	152:24, 25	36:16	
	103:3, 6	155:13	122:18	

19:10	32:20	172:3	332:2, 4, 6	post-
23:14	35:24 36:4	213:25	352:13	removal
43:20	41:25 42:2	214:11, 14	353:5, 10,	224:20
57:21 65:8	45:7 46:11	215:23	14, 20	posture
74:5 75:7	53:4 71:14	227:15	354:15	333:21
84:2 89:8,	72:14, 15	245:9	positioned	potentially
9, 12 91:11	74:8 76:13	255:15	22:7	102:12
103:2	77:8 90:15	262:14	positions	145:9
104:8	98:12, 17	269:24	13:20 15:2	pots
109:6	111:2	288:6	28:5 29:14	148:20
110:18	127:8, 9	290:21	30:11 52:4	poverty
111:12	140:20, 24	304:14	54:23	222:10, 14
115:11	141:5, 11	327:20	108:23	247:13
130:2, 10	142:22	populations	126:25	power
133:25	182:19	96:2	136:7	291:23
139:6	213:10, 14	104:12	265:15, 20	powers
144:24	319:16	136:6	266:5, 11	8:10 337:7
160:22	policy	209:16	318:8	PPD
169:19	350:24	porch	319:12	78:9 90:25
198:10	polluting	188:13	322:22, 24,	127:15
204:15	330:9	portfolio	25 323:19	163:24
213:10	poor	11:2 89:4,	331:16	PPR
218:7	94:23	16, 17	positive	89:16
233:16	294:11	91:15	56:15	practical
274:17	307:10	117:7	173:24	67:8
311:10, 25	poorer	330:20	344:10	practice
322:15	278:2	portion	positivity	200:15
Point-in-	pop	136:19, 20	185:5	209:2
time	178:18	255:15	possessions	211:20
126:13	310:23	position	96:18	212:9
pointed	populate	19:20 32:4	possibiliti	238:4, 13,
334:15	214:21	38:14 51:7	es	18 239:18,
points	population	134:10	56:15	22 288:19
103:3	52:7 56:3,	136:8	possibility	297:20
227:20	5 83:14	176:15	56:24	308:7, 8
309:7	92:15 93:6	179:22	possibly	pre
police	97:18	180:15	115:5	270:7
14:8	113:7	310:4	143:21	
15:15, 18,	114:6	311:7		
20, 25	121:19	314:11		
17:18				

pre- adjudication	325:20	13:12, 14	120:15, 19,	229:8, 15,
215:4, 9	prepared	15:13, 19,	23 121:6,	20 279:20
244:9	23:11	22 16:2, 24	14 123:5,	280:22, 23
245:8	77:22	18:13 20:2	10 132:10,	283:12, 14,
246:3, 14	200:18	21:24	17 134:7	18, 24
250:9	preparing	23:21, 25	135:6, 12,	284:17
pre- meetings	23:11	24:8 25:2,	19, 24	286:13
273:21	254:23	5 26:23	137:15	293:21
pre-removal	presence	28:6	140:23	294:3, 8
223:19	47:14	29:15, 20	143:2, 3	295:8
224:2, 19	present	31:13	145:18, 23,	296:11, 17
precursor	2:21 3:6,	35:11, 16,	24 146:14	301:4, 7, 11
61:8	12, 14, 20	21 37:19	147:2	306:8
predict	4:2, 5, 15,	38:18	154:2, 8, 9,	309:15, 18,
36:19	17 23:8	42:20	12, 15, 24	23 312:19,
predominant	37:22	44:17	155:6, 11	23 313:14,
303:19	62:2, 4	45:17	156:15	15, 21, 25
predominant ly	267:21	46:6, 13	157:2, 17	314:2, 6,
208:21	269:9	48:6, 10, 14	158:17	13, 23
261:19	351:2	52:13	168:17, 18,	315:16
304:11	presentatio n	57:20, 24	22 169:18	318:11
preemption	7:4 208:6	58:14	172:10, 16	324:11, 12,
340:7, 9	219:10	60:15, 23	173:17	17 331:5,
preferable	220:17	61:17, 18,	178:13	6, 10
113:13	263:5	23, 24	179:7	336:13, 14,
290:4	presented	62:7, 24	181:4	18 347:15,
premised	73:8	67:14	183:16	20 351:19,
241:6	194:23	70:12, 13,	184:6	20 352:2
prep	214:7	18 83:19,	186:5, 21	353:23
256:24	presenting	24 84:23	188:22, 23	354:2, 7, 8,
preparation s	6:8 7:13,	85:13	194:8, 13	11 356:3,
153:21	16, 17, 23	91:22, 23	195:2, 5, 8,	5, 9, 22, 24
prepare	9:7, 9, 19	92:4 98:9	17 197:4	357:6, 11,
143:20	10:2, 5, 6	101:15	199:6, 11,	20, 23
	11:15 12:7	108:9	16 200:21	presidentia l
		109:21	206:7, 8, 22	200:6
		111:9	207:7, 14,	press
		113:3	17 219:13,	135:16
		115:6	24, 25	pressingly
		117:16	220:5	351:4
		118:16	225:15	
		119:3, 10	226:4	

pressure 282:15	primary 73:10	97:8, 14, 24 101:12	245:4 284:4	82:24 106:9
presumption 247:14	prime 338:5	145:3 173:20	310:21	145:16 146:7
pretend 82:2	principal 130:24	180:25 187:10	problem 52:3 61:8	156:17, 20 161:12
pretrial 247:11	131:4, 25	215:12 304:3	87:7 135:13	197:18 199:4
268:12	principals 130:9	prison 135:10	170:20 181:23	210:15 233:13
270:14	132:2	173:2 246:24	184:17 252:23	234:16 235:8
pretty 83:12	prior 12:8 23:16	prisons 49:9	254:15 271:23	244:14 260:7
108:14	32:16	112:4, 5 113:17, 24	274:18 280:13	261:2 306:20
250:13	52:17, 18	114:12 172:17, 18,	problem- solving 232:18, 24	326:15, 17,
256:5	81:18	20 173:15,	235:5, 18	22 327:10
287:2	138:20, 23	18, 19 174:5, 11	problematic 52:8	processes 191:13
prevention 12:10	162:2	175:4 332:3	problems 109:19	209:10 325:23
17:14, 20	223:21	private 154:20	173:10 233:2	Procurement 86:20
46:21 47:3	303:4	307:6	246:23	190:11 325:17
51:11 70:3	334:14	privilege 226:19	procedures 325:24	procuring 87:11
91:16	priorities 11:14 61:6	privileged 335:2	proceed 80:5 267:3	professiona l 65:7
310:16	149:7	proactive 20:18	proceeding 215:5	174:16 316:4, 5
previous 32:5 50:11	179:13	21:18 proactively 157:25	proceedings 210:7, 16	professiona lly 45:22
230:4	prioritize 254:7, 16,	probable 333:25	process 20:5 26:8	professiona ls 26:19
303:16	19, 22	probation 221:10	39:12 50:10 69:7	204:5
previously 33:13	267:4, 5		76:19	
167:24	prioritizin g 304:5			
pride 33:15	priority 11:14			
primarily 257:12	38:24			
287:17	39:3, 9			
290:20	50:25			
332:3	67:15, 19			
345:16	72:25			
355:2	73:21			
	96:23			

282:7	programing	prominent	prosecutors	179:4
program	180:5	51:12	187:18	198:2
5:17 6:14	programming	prompting	prospective	207:21
8:10 10:20	14:23	62:17	216:8	211:11,12
13:8,9	22:20 23:5	pronouns	Prosper	212:6,17
15:3,6	179:5	346:19	291:2	213:2
16:10	programs	proper	protect	249:14
24:25	37:16 41:2	7:3 113:25	129:15	304:17
26:3,15	49:23 53:9	279:8	351:8	312:9
32:2,18	54:6 55:8	properly	protecting	315:19
33:15,16,	57:5 60:11	116:16	211:8	329:14
21 34:4,25	78:10 89:7	357:12	316:25	330:21
36:3 38:15	91:8	property	protection	344:13
41:8 44:22	100:24	35:3,8	337:4,17	provided
45:4,13,	137:5,6,11	86:2 138:4	proud	74:7 93:8
20,21	138:5,14	272:4	25:13	112:15
46:11 50:8	149:5	288:8	32:14	115:15
52:19,23,	160:6	349:19	33:20	165:13
24 53:2,6	161:23	350:6,17	34:20 35:4	342:5
54:14,16,	162:9	proposal	37:17 41:9	provider
18 85:7,22	163:11	135:2	199:22	116:17
90:19	180:8	315:21	289:19	providers
91:14 94:4	257:14	331:15	290:14	54:9 91:5
117:22	265:17	proposals	302:2	105:7
118:8	275:6	151:10	304:23	111:23
136:3,21	progress	260:9	346:23	116:23
138:7,12	42:24	propose	provide	147:9,15
140:9,12	187:2	246:17	5:3 8:16	150:14
158:6	238:10	proposed	17:11	151:15,16
161:6,9,17	project	6:12	23:18	170:11
163:6,13	85:6 202:6	134:18	30:17 34:4	171:18
179:14	projects	140:21,24	35:9 68:18	235:16
183:18	84:12	141:5	70:8 78:11	providing
191:20	85:3,13,21	147:3	104:18	5:20 17:22
202:14	86:12,13	317:24	113:18	34:2 37:10
231:16,21	87:8 88:7,	prosecutor	115:10	68:17
232:11	15,16	75:10	116:9	111:24
266:6	89:6,10,20	217:13	133:14	113:19,25
304:24	108:15		134:20	116:18
324:22,23	191:24,25		174:14,16	165:19
332:8				173:5

174:6	206:25	204:7	putting	44:14, 18
191:20	216:18	303:14	50:2 59:16	60:16
218:3	217:7, 12	pulls	64:17	72:10, 18
267:15	218:25	294:15	65:11 84:3	76:3 77:7
348:10	220:18	pumped	96:3 104:4	83:10
provision	221:3	12:9	111:4	84:11, 16,
355:8	226:11, 15,	punished	152:23	24 88:11
psyche	17 237:22	293:15	166:4	93:5
186:13	242:8	punting	170:6	103:11
psychiatric	254:2	194:3	304:5	106:9
254:10	258:10	purpose	311:16	108:3
psychologic	264:12, 14	25:8 333:3	puzzle	109:21
al	265:4	pursuant	252:25	112:5
254:10	268:23	6:4	Q	124:6
psychologis	269:10	pursuing	quadruple	132:19
t	272:16	334:21	112:9, 17	133:18
266:23	276:23	purview	113:7	134:8, 15
public	277:14	142:2	qualify	135:25
2:6 6:9, 19	286:21	push	167:15	137:3, 16
9:3, 21	288:13	130:15	quality	140:18
10:8 16:11	289:11	272:25	153:9, 17	141:9
23:17	303:4, 16	324:3	168:24	143:2
25:16	312:20	put	197:11	145:12, 19,
26:12, 13,	316:22	38:19 84:2	316:24	25 150:12
15 30:8	332:2	100:8	318:25	152:11, 12
35:2, 8	335:12	136:17	330:3	154:4, 24
43:9	public-	160:3	342:24	157:18
45:13, 23	private	162:16	quality-of-	158:18
46:25	publicly	172:7	life	159:7
50:20	25:15	178:2	317:15	161:5, 14
51:25	146:20	179:21	320:23	162:11
54:17	Pudlin	180:7, 14	quarrel	163:22
64:4, 18	333:2	243:16	131:9	164:17, 19
71:4, 9	pull	253:4	question	167:10
85:25	13:5 75:16	275:7, 8	9:20 10:7	168:24
98:20	188:17	277:10	11:8 17:3	172:6
138:4	277:18	304:6, 8	19:21	173:18
144:19	295:20, 21	346:13	31:19	182:6, 18
187:21	pulled	348:13	40:25	190:6
192:23				192:15
				193:24
				197:5

202:17	132:12	276:21	171:9	292:15
221:15, 19	141:25	287:2	237:6	348:14
226:5	146:8	324:18	274:16	reached
231:5	153:11	327:15	Ramadan	124:17
236:23	155:17	343:8	285:16	302:13
237:3	157:10	352:22	ramp	323:11
238:20	189:8	quicker	111:13	327:20
241:21	194:22, 24	249:8	112:2	reaching
258:18	195:18	quickly	ramped	27:4 28:15
287:11	199:15	45:8 108:2	338:7	43:25
298:22	208:9	225:9	ramps	74:12 81:9
306:8	219:10	240:22	202:2	348:16, 24
324:19	220:6, 25	246:16	ran	read
327:15	242:2	259:24	26:12	4:20 6:11
328:3	253:7	quorum	Randolph	53:15
329:8, 10	259:23	4:16	52:2, 23	78:21 79:9
337:3	309:20		ranks	261:5
340:6	318:10	R	52:3	265:18
348:7	347:21	races	rapid	303:17
350:13, 22	352:23	305:12	235:2	reading
354:14	354:4	racial	rapidly	84:5
questioning	Quetcy	214:14, 15	234:21	ready
140:22	92:2 157:6	222:5	rate	7:20 22:24
146:19	318:14	266:9	5:10 56:8	35:9
152:8	queued	344:24	208:23	155:25
157:12	132:11	radar	rates	231:11
183:5, 10	quick	15:7	299:18	326:2
248:3	38:19	railroad	311:4, 8	real
328:11	48:15	125:10	ratio	5:7, 8, 10
354:13	154:4	raise	221:16	38:19
questions	168:23	61:9 133:8	ratios	122:5
9:8 48:15	186:24	134:15	237:5	126:6
51:16 71:7	187:25	169:18	re-looking	128:11
75:6 83:17	188:2	raised	47:2	166:21
91:20	199:15	76:20	reach	204:5
102:2	236:23	105:12	10:24	238:19
103:20	237:2	273:21	130:18	258:24
106:3, 7	238:20	raising	131:22	282:15
112:21	253:6	170:25		316:21
113:6	255:8			342:3
123:11, 14	258:18			

343:8	249:4	209:19	101:17	62:5 100:8
reality	250:6	349:4	123:7	118:2
75:12	327:6	received	135:14	132:9
116:2	reasonable	12:12	146:11	146:21
166:19	145:19	14:18	157:14	153:13
184:10	reasons	199:21	172:12	172:8
186:2	24:14	receiving	188:24	180:14
201:15	240:25	40:11 75:2	194:10	198:24
286:24	251:3	144:8, 18	195:12	207:11
realization	303:19	210:9	199:9	258:11
292:2	rebranding	recent	229:17	276:14
realize	182:21	26:9	235:11	280:21
153:7	Rebuild	307:16	240:10	283:12
342:21	11:21	recently	251:22	291:19
realized	84:14, 15	28:24	263:19	328:19
296:2	85:3, 6, 9,	37:24	271:14	records
realizes	21 86:3	184:25	286:10	291:13
273:7	88:4, 7, 20,	201:23	318:13	recover
reallocate	23 89:10	214:24	324:14	330:7
246:20	137:3, 9	297:9	331:7	recovered
reallocated	138:2, 11,	recess	336:15	317:9
148:2, 19,	12, 14	206:17, 19	347:17	recovery
20	139:14	357:7, 15	351:22	114:4
reallocatin	140:6	recidivism	354:9	Recreationa
g	rec	230:17	357:3	l
170:5	11:10, 20	299:18	recognizing	36:15
realm	26:10, 13	recognize	152:9	recruit
213:17	57:11	122:14	197:8	21:3 53:2
realtime	85:16 86:2	132:3	199:13	215:25
232:14	88:18	171:24	295:16	217:14
272:18	140:4, 5,	294:4	345:14	218:24
Realty	10, 12	recognized	recommend	257:11, 16
338:4	recall	63:10	38:23	302:5
reapply	93:10	326:14	44:19 58:4	recruiting
19:6	receive	recognizes	129:8	216:13
reason	27:11	61:20	171:13	257:6
32:3 56:20	37:23 38:6	70:15	recommended	recruitment
81:11	42:10 51:9	83:21	213:22	115:24
	76:16	91:25	237:17	205:21
	200:18		record	215:13
			7:19 58:5	

217:2	290:14	regret	241:23	release
302:20	refer	292:13	relapse	213:25
304:10	255:9	regulations	229:3	215:8
red	referral	86:22	related	285:23
277:10	240:23	330:24	10:16, 19	released
redeemed	253:24	regulatory	13:6	55:6
280:19	254:7	330:14	135:10	228:12
redlining	321:13	rehabilitat	194:24	237:20
305:20	referrals	e	334:12	245:20
reduce	320:12	282:4, 12	relates	relevant
211:14	321:9	rehabilitat	15:4 30:18	87:18
213:24	338:25	es	46:10	88:15
214:10, 13	referring	281:25	72:18	89:21
230:24	227:22	rehabilitat	99:23	reliability
238:22	254:13	ion	128:20	110:5
245:8	refine	249:23	141:19	relic
316:24	94:14	reimbursed	162:22	342:15
reduced	reflect	268:2	173:11	relief
266:8	215:22	reimburseme	176:15	66:21
reducing	272:20	nt	314:15	relocate
11:11	292:14	166:15	315:5	32:7 34:10
162:23	reflective	167:6	334:22	relocated
172:3	181:11	reimburseme	relationshi	32:24
221:25	183:24	nt-based	p	relocation
326:24	reform	165:14	75:19	32:2 33:6,
reduction	187:21	reinforce	130:12	21 43:2, 4
5:9 169:8	reframing	49:22	132:5	166:8
170:3	60:14	51:21	223:6	167:13, 22
redundancy	refreshing	reinvest	267:14	relocations
141:3	220:22	185:7	268:21	32:25
reemerges	refused	reinvestmen	352:11	33:2, 5
200:17	77:2	ts	relationshi	rely
reemphasize	regard	58:24	ps	339:4
130:4	79:20	reiterate	75:17	relying
reenter	152:25	111:18	256:7	72:5
114:8	regional	reiterated	258:4	remain
reentry	187:17	80:4	relax	210:23
10:15	204:21	rejects	44:12, 18	216:15
114:9			48:11	220:9
			226:5	

remained 214:11	removed 222:2, 7, 10, 16	354:22	representat ives 82:3	requests 241:3, 5
remaining 17:25	223:22	reports 99:2 144:8	290:18	require 26:7
remains 214:14	removes 318:4	354:20	represented 211:21	required 35:8 264:3
232:17	removing 208:21	355:12	224:21	requirement 163:10
remarkable 238:11	Renee 313:17	represent 97:25	225:18	194:20
263:12	315:16	211:19	227:15, 16, 17 278:4	rescheduled 6:24
remarkably 298:15	330:19	212:8	representin g 210:5, 6	reserve 72:14
remarks 315:22	renewal 71:12	213:16	225:13	reset 46:15
remediate 35:2	rent 258:23	221:19	254:5	180:20
remediation 166:10	259:8	222:12	306:3	resident 69:14
remedy 273:22	rental 288:8	224:23	308:6	344:19
remember 33:12 37:7	289:12	226:25	309:12	355:5
160:10	repair 34:8	250:23	represents 218:20	residential 169:12, 14
162:3	repeat 174:24	251:4	request 19:22	residents 9:5 66:22
258:19	214:15	260:22	38:24	67:4, 10
314:24	338:17	264:20, 24	39:3, 10	69:6, 14
339:19	replacing 165:6	275:14	167:21	169:3, 16
remind 239:12	report 16:13, 25	284:14	195:3	198:2
remorse 292:13	71:3	288:20	208:8	316:20
295:16	237:10, 14, 20, 21	306:24	212:6	320:17
removal 202:24	244:19	307:3	235:24	337:11
203:15	245:3	309:8	236:16	resiliency 329:13
224:7	247:4	representat ion 210:14	241:11	Resnick 173:22
remove 224:9	reporting 98:15	219:18	251:11	174:14
	244:25	220:24	252:21	175:7, 15, 20, 25
		223:24	requested 24:23	176:5
		298:12	167:24	
		308:5	208:11	
		344:14	229:24	
		Representat ive 197:15	requesting 207:24	
		284:16		

247:18	174:15	responding	137:18	retaining
resolution	175:6	51:16	170:7	216:13
2:9 5:19	176:8	94:22	192:4	267:5
62:13	179:4	99:24	197:17	retention
215:2,10	191:21	response	219:8	115:25
339:10,15,17	201:20	2:15,18,24	restorative	205:11,21
resolutions	204:20,21	3:8,17,23	280:17	215:13
4:20	205:23	4:8,11	292:17	217:2
357:13	208:3	11:3 12:4	restore	303:8,11
resolve	211:7	50:12	74:24	317:18
47:15	212:3	79:25	168:24	retrofitting
resolved	219:7	98:23	174:17,18	154:17
62:17	239:14	99:15,18	350:6	return
resonates	246:5	121:22	restoring	74:25
53:22	288:22	146:10	101:2	returning
resource	289:10	228:21	restructuri	214:3
39:8 41:21	290:23	248:4	ng	reunificati
47:22	307:4	276:21	194:19	on
157:20	308:4,25	309:22	rests	224:3
158:12	312:9	357:22	220:2,4	343:21
163:25	343:25	responses	result	reunify
resources	344:8	146:16	32:8	225:7
12:19	respect	responsibil	115:16	revenue
16:8,15	5:25	ities	139:9	317:11
61:12	respectful	216:12	209:24	355:24
68:13	100:11	responsibil	294:11	Revenue's
73:15	respectfull	ity	resulting	355:24
74:15	y	25:22	158:3	reverting
92:24	130:15	47:19	results	228:16
93:20	respond	149:25	87:3,8	review
94:14	61:15	responsible	resume	272:3
134:18	78:22	211:5	300:3	341:10
158:6	112:25	275:16	retain	reviews
161:13,18	129:24	responsibly	217:15	86:18
163:11	242:14	21:25 22:7	218:24	Revised
164:4,9,10	293:16	responsive	236:11	5:21
165:5	322:17	9:3 141:2	267:9	revisions
169:10	responded	rest	302:21	
170:6	203:5	68:10		
	293:17	133:3		

5:24	262:12	306:24	round	320:11
revival	267:10	307:8	19:8 22:4,	328:13
71:12 78:4	roadblocks	329:15	12, 18 61:4	runs
79:19	334:16	354:16, 17	83:18	46:4
Reynolds	roads	355:7	91:21	Rutgers
284:4	66:19	roles	132:11, 18,	257:16
310:22	Robinson	55:15	20 135:8,	
RFP	329:23	86:17	21 142:25	
161:11	330:16, 17	134:9	146:2	S
Richardson	robust	roll	153:14	sacred
3:16	108:14	2:12	195:11	327:25
rid	162:17	rolled	314:18	safe
346:17	186:22	153:22	round-the-	33:7, 14
right-sized	239:10	rolling	clock	44:22, 24
154:19	292:5	326:21	63:20	46:3
155:24	rock	rollout	route	104:16
rights	86:23	71:10	115:2	182:4
288:12	role	153:4	routinely	243:6
323:12	11:10	rolls	214:21	safely
ring	31:21	234:13	row	213:24
253:17	52:15, 17,	roofed	277:12	247:8
rise	18 68:8	122:9	278:4	safer
272:9	111:23	room	royal	51:14
279:13	117:17	105:12	323:17	155:13
risen	118:5	176:3	Rue	181:2
205:16	122:19	234:16	101:18	184:20
Risk	126:10	254:21	124:25	245:17
325:17	159:13	266:14	172:13	317:6
risks	186:12	277:17	188:24	331:2
190:16	221:11, 22	295:23	336:15	safest
road	226:6	317:2	run	8:24
111:16	229:9	rooted	95:21	119:20
112:10, 11,	231:16	166:18	123:21	208:17
18 113:8,	249:2	Rosario	198:3	safety
14 224:4	253:10, 19	81:6	266:24	6:20 9:21
242:7	263:24	127:16	291:11	10:8 16:11
243:12	270:7	130:3, 5	326:7	23:17 30:8
246:16, 19	303:24, 25	143:23	running	32:25
	304:7, 9		21:8, 14	33:19
	305:6		180:13	34:10, 18

37:14 43:9	Sarah	scene	51:22	secrets
45:13, 23	231:5, 7, 18	24:25	52:10	335:11
46:25	265:22	26:14, 16	school-to-	section
50:20 64:4	sat	34:24	prison	84:12
71:4, 10	64:7 164:6	36:22, 24	51:20	secure
76:13	save	166:9	schools	40:13
98:20	153:8	167:15	46:2 47:8,	215:8
173:15	293:25	scenes	14, 25	343:16
187:21	saveable	25:16, 22	51:25 52:2	security
192:24	279:8, 9	26:7 35:2	129:6, 9	34:8 90:15
197:19	saved	182:8, 15	131:11, 20	91:7
220:18	292:2	schedule	209:17	174:11
226:17	saving	85:16	210:2	197:20
272:16	253:2	scheme	257:12	seed
279:16	286:2	33:9	311:2	148:6, 8
312:20	savvy	schemes	SCI	154:10
317:14	90:20	338:16	260:6, 8, 11	seeking
332:3	288:9	school	275:3	40:20 74:3
salaries	scale	5:2, 5	Scoop	199:20, 22
217:3	16:23	44:22, 25	hall	sees
236:2, 9	17:21	45:5, 6, 16	282:18, 19	97:23
253:8	21:25 22:7	46:12	scope	326:25
255:19	111:21	47:9, 19	55:21 63:4	Segal
salary	198:10, 12	52:2, 24	198:11, 12	333:2
216:3, 17	201:19	53:4 54:16	score	select
217:6, 8,	244:17	116:5	277:21, 23,	333:4
10, 17, 22	scaling	123:19, 24	24	self-
236:3	17:2 18:19	130:22	seamless	sustaining
237:7	19:2	131:6, 13	326:22	104:25
255:12	scamming	209:25	searched	154:25
258:9, 15	337:10	210:10, 11	243:18	155:3
303:12, 21	Sam	214:20	seasoned	sell
Sam	349:8, 15	216:11	215:19	258:13
Samere	Scanlon	238:14	238:15	send
273:2	14:20	250:12	seasons	41:5 60:9,
sandwich	Scattergood	275:7, 8	237:19	12 100:6
284:10	23:18, 19	school-age	seconded	242:7
Sanitation	Scavuzzo	45:15	357:10, 12	247:8
53:8	349:8, 14,	school-to-	secret	248:7
	15 350:12,	paycheck	319:2	
	18			

290:17	serve	104:19	316:5	71:16
323:9	78:7 145:2	111:24	set	78:14
338:22	170:16	112:15	14:17	103:12
sending	209:4	113:20	109:25	158:4
7:4 323:13	221:21	115:3, 7, 9,	125:13	shelters
338:24	served	11 116:24	234:10, 19	103:13
sends	248:24	126:4	302:7, 10	189:17
260:13	349:3	133:13	317:20	shift
senior	service	134:2, 11,	333:3	108:2
196:4	25:10 29:6	12, 21	sets	shiny
Seniorlaw	31:16	144:23	186:8	340:2, 5
40:8	32:20	149:17	setting	ship
337:23	36:13	150:23	83:8	188:5
seniors	37:21	164:21, 25	210:25	shoot
196:3, 13,	38:3, 5	165:4	222:3	293:6
25	111:22	167:18, 22	302:24	Shooter
sense	134:13	209:20	settlement	272:3
20:15 59:8	165:17	210:20	317:10	shooters
95:15	174:7	211:6	severe	273:8
106:4	228:13	213:3	267:23	shooting
108:12	275:20	221:6	severely	26:9
188:14	services	222:19, 21	267:8	282:20
190:17	8:12, 13, 16	224:22	sexual	shop
237:3	9:3 14:10	227:23	222:13	46:5
274:5	28:12 29:7	228:24	277:9	Shore
sentiments	30:17	243:24	shame	281:18
128:5	33:25	245:25	129:22	shoring
186:15	35:10	246:4	shameless	325:22
separate	37:10 42:3	249:5, 12,	178:2	short
20:3 43:4	45:12	14, 17, 23	shape	14:17
75:20	46:4, 15	251:5	251:16	48:6, 8
separated	72:23	252:20	share	79:23
75:22	73:5, 12, 19	254:18	92:12 95:8	93:24
September	78:11, 14,	327:18	212:5	95:11
239:24	17 79:2, 3,	328:14	237:19	103:21
340:14	6 80:8, 9,	332:5	shared	113:11
seriousness	12, 15	353:18	136:14	114:17, 18
226:18	91:15 92:9	serving	shelter	121:13
	93:7, 16	91:12 96:2		145:19
	102:11	218:25		
	103:12			

146:9	264:10	similar	277:17	161:6
151:4	281:21, 23	35:12	site	slide
156:15	299:12	45:13	43:21	208:5
200:21	side	128:5	159:16	219:9
208:5	17:20	220:13, 15,	sites	263:5
219:9	24:17	20 281:15	43:11	slightly
255:7	28:18	286:5	sits	193:21
short-term	182:23	343:22	353:11	slip
151:9	223:2, 10	354:12	sitting	343:7
shorter	225:8	Similarly	124:14	slow
122:24	293:24	148:7	164:15	66:24 68:8
shortly	302:16	245:24	188:13	69:8
63:15	326:6	simply	250:23	slowed
shot	sides	103:23	257:23	67:12
26:10	28:16	151:5	260:3	small
shout-out	sign	216:4	situation	34:22
177:5	342:6	217:14	20:17	41:10
203:16	signed	227:6	77:23	44:13
show	137:18	248:9	312:4	182:15, 16
125:11	significant	Simpson	349:20	192:11
158:18	46:22	273:2	situations	308:13
239:14	225:10	single	120:8	smaller
244:19	240:3	28:25	Sixty	189:23
267:2	260:23	225:24	296:23	smoothly
273:18	261:11	246:7	size	191:7
showed	significant	259:5	52:19	snow
266:7	ly	282:24	108:20	202:24
272:5, 10,	201:10	Singleton	skeptical	203:15
15 299:11	signify	258:2	352:10	sober
showing	357:17	sir	skills	224:15
42:15	signing	7:21 115:9	54:19	sobriety
64:18, 19	155:20	132:18	345:17	228:15
142:9	342:8	149:3	sky	social
204:19	signs	154:14	54:20	14:9 47:7
shown	119:16	301:15	322:23	211:23
97:9	341:5	306:9	slate	212:4, 7,
shows	silos	sit	319:22	12, 16
42:24	107:24	228:4	slated	213:3
161:2		273:16		215:7
		274:24		

222:23	216:24	solution	338:15	73:24
223:4	217:9, 12	232:25	souls	77:17 82:2
224:24	313:18, 23	243:13	247:20, 21	128:21
226:2, 7	314:4, 12,	262:19	sound	144:6, 14
227:13, 14,	22 315:15,	solutions	33:10	189:4
18 228:13,	17 319:10	227:12	sounds	196:21
19, 20	321:6	316:10	164:11	244:17
232:13	322:21	solve	238:8	266:13
235:7	325:3	317:22	source	279:14, 24
246:6, 9, 13	327:3, 13	solving	155:9	326:25
252:22	328:2	109:19	sources	342:22
253:2, 9,	329:6, 20	somebody's	149:23	344:16, 24
11, 19, 20	330:12	64:24	154:21	352:14
254:14	331:12, 19,	son	179:10	speaking
255:10, 13,	24 332:16	123:19	South	143:13, 23
14, 21	333:17	130:21	43:17, 20	148:15
256:2, 17,	334:5, 13,	273:14	81:25	274:2
23 266:13,	25 335:15,	285:16	178:15	281:4
16 268:14,	21, 23	sophisticat	185:9	311:19
15 269:3,	336:7, 11	ion	294:17	342:19
11, 22	337:5, 16	83:13	305:24	spearheadin
274:10	339:12, 16,	sort	space	g
282:16	22 340:13	53:24	26:12, 13	127:17
298:10	341:25	63:11	115:18	special
299:14	343:12	77:13	194:25	32:9 157:6
300:9	344:17, 23	92:24	321:16, 18	195:19
310:9	345:7	96:15	325:14	196:8, 19,
312:5	346:3, 12	115:15	327:25	22 197:13
socially	347:9, 13,	120:2	329:15	199:4
218:9	25 348:12	127:16	336:2	209:19, 23
316:16	349:7	138:22	338:19	210:15
society	351:12	147:4	346:14	308:11
275:21	352:12	234:23	347:6	specialized
300:13	353:8, 25	248:23	spaces	308:7
346:22	354:19	260:2, 13	283:7	specialties
soil	355:16	267:15	speak	110:10
335:6	356:4, 21	268:10, 12	31:15	specific
solely	Solicitor's	270:10	51:18	11:12 76:2
154:20	353:4	278:21	72:6, 16	90:19
solicitor	solicitors	323:17		93:5, 9
	216:21			

141:19	speeches	180:2, 3, 4,	212:3, 12,	246:23
150:23	178:12	5	25 215:13	247:2, 6, 15
158:5	speed	sports-	217:19	319:12
161:8	66:17 67:7	based	225:23	320:6
163:14	68:5, 14	179:5	226:3	321:10
179:12	69:7, 16	spread	232:6, 13	322:16
198:5, 19	84:5	25:25	241:15	stakeholder
202:14	341:13	143:9, 17	242:14, 16,	s
320:21	speed-	Squilla	21, 23	80:23, 25
334:16	calming	2:14	257:9	213:14
335:10	67:6	229:18, 19	261:19	214:9
specificall	spend	230:3	266:10	218:19
y	24:20 71:7	231:23	297:16	245:15, 16
9:15	93:18	232:4	302:6, 21,	247:16
11:18, 21,	175:18	233:4	22 304:12	269:16
25 13:6	208:7	235:19	305:8	stalled
14:23 15:9	spending	St	306:5	140:7, 13
16:22 32:4	6:13	281:16	316:4	stand
45:4 50:13	113:13	stabile	317:18	35:9 37:15
67:6 77:17	spends	289:12	318:20	271:11
81:8 127:3	259:3	stability	319:20	357:14
144:16	spent	200:2	320:7, 10	standard
150:22	17:6 20:13	stabilize	332:13	170:13
169:11	100:22	18:11 95:6	349:8	standards
171:16	200:9	97:15, 16,	352:24	247:6
172:22	spill	17	staffed	standing
297:19	47:8	stable	116:16	186:10
331:18	spirit	289:10	212:17	204:3
352:6	152:8	stack	231:9	standpoint
specificati	293:22	148:10	237:12, 13	17:12, 24
ons	split	staff	256:13	18:10
342:12	136:24	7:5 31:23	261:18	20:22
specifics	spoke	84:18	staffing	21:13
60:16	189:18	85:24	166:5	29:24 44:3
68:23	sports	86:3, 16	174:19	46:22
155:17	177:9	87:20	211:24	47:4, 21, 23
163:4	178:5, 10,	175:16	219:5	221:12
198:4	24, 25	176:18	220:8	310:16
spectrum	179:11, 25	203:23	232:5, 18	stands
130:8			235:6	76:5, 8
			237:24	

201:9	starting	284:15	stern	49:3
206:16	22:22 41:4	314:8	188:16	stream
249:25	71:11	328:7	stick	198:8
328:4,6,16	81:10	333:11	111:14	streams
357:7	145:4	345:19	stirs	151:20
stapler	199:18	stated	49:3	160:17
259:6	216:4,17	120:2	stock	201:24
star	217:3,6,8,	168:9	176:7	street
19:23	10,22	states	stop	196:11
86:23	236:3	78:9	39:13 95:2	198:2
start	237:7	219:21	159:17,19	273:3
20:6 22:18	255:12	240:17	250:16	275:12
56:14	258:15	264:10	326:16	294:21
93:23	300:11	327:16	story	streets
109:18	338:15	statewide	233:23	43:17
116:22	starts	237:21	284:2	47:8,17
123:16	173:22	stats	290:7	53:7 58:3
125:19	state	102:5	strains	68:22
175:11	7:18 27:15	status	277:5	196:15
176:9	28:8,9	13:17	strategic	197:16
204:18	38:2,6	108:5	11:18	198:3
216:18,20,	111:16	340:12	12:18	315:6
21 238:10	112:10,11,	stave	19:17	353:16
252:5	18 113:8,	39:7	157:23	stress
304:24	13 114:3	stay	strategies	267:23
311:2	146:21	102:2	143:8	stressed
326:20	151:25	282:19	334:21	84:7
338:22,24,	165:15,23	309:4	strategy	stridently
25	166:13	step	16:4 94:18	98:18
started	167:11	35:25	95:9	strike
28:24	168:4,8	73:4,16	112:19	193:25
29:23 36:7	207:10	142:4	118:5	strong
75:9 85:5	222:22	300:5	120:17,25	11:4 50:18
106:10	223:11	stepped	121:9,10	209:14
130:20	237:23	315:3	122:22	220:19,23
257:18	242:7	stepping	185:16	235:13,14,
280:12	243:12	186:15	229:10	15
288:2	246:16,18	steps	316:9	strongly
298:4	262:11	244:12	straw	25:23
303:14	264:15			
339:7	267:10,12			

29:10	submit	sued	168:8	253:11,19
244:5	38:24 39:2	315:2	supplies	255:18,20
structures	62:11	suffering	38:15	256:14
107:10,18	153:13	25:18	support	259:4,11,
126:12	261:7	122:11	17:21 18:2	20 262:23
160:11	307:25	sufficient	24:2,15	263:12
struggling	submitted	82:11	27:7,16,	267:16
133:3,4	6:2	84:25	17,22	268:6
student	subscription	268:6	28:21,22	275:22
209:16	263:9	suggesting	30:18	278:16,17
216:5	substance	64:20	34:3,15	281:13
students	113:21	suited	37:20 39:9	283:12,15
53:2	224:8,11	77:8	40:21,22	293:20
209:13	254:12	suits	41:20	295:7
210:2	352:15	334:11	42:14 51:6	297:16,25
studied	substantial	sum	117:24	298:2
305:15	ly	248:13	121:15,21	299:3
Studies	134:11	summer	122:13	301:3
273:18	substantive	21:16,17	135:4	304:3
study	227:20	22:20	157:3	318:19,23
239:2	subsumed	23:5,12	159:11	319:19
264:10	103:15	57:5,6	164:23	320:10
266:7	succeed	sunny	166:9	324:9
284:8	51:7 218:8	37:3	167:11	329:23
stuff	success	sunset	168:7	332:4,7,17
166:17	13:23 19:7	88:8,12	176:2	353:6
180:13	160:5	89:19	179:10	356:23
190:22	162:8	339:10	200:8	supported
287:14	232:11	sunsetting	211:3	81:12 90:6
stumbled	290:7	337:18	212:21	127:17
53:24	successes	339:25	213:24	230:6
stupid	18:20	supervisory	214:3	319:23
273:22	successful	303:24	216:6	supporting
subject	18:7,23	supplement	219:2,5	12:23
9:8 46:2	142:21	20:21	220:14,15	20:18
222:12	234:20	supplements	224:13	27:23
submission	235:4,18	24:16	229:5,22	30:18 51:5
318:2		supplied	235:23	219:17
			236:2,17,	220:19
			20 246:5	221:13
			251:11	255:24

256:17	survived	106:21, 24	306:18	128:6, 7, 16
298:20	26:11	107:17	307:2	207:6
316:20	survivors	113:10	310:19	232:2
329:11	164:23	114:7, 20	318:6	242:12
supportive	sustain	118:19	325:9	246:2
24:10	18:15	144:25	327:12	313:20
38:22	217:15	145:6	341:7	330:11
219:4	sustainabil	147:5, 11	342:13, 15	344:22
220:12	ity	155:2	343:4	349:13
232:12, 24	95:16, 17	160:11	344:3	tabs
264:22, 24	329:12, 24	170:7, 9	345:15	84:3
295:4	330:15, 22	208:20	systematic	tabulated
supports	sustainable	209:6, 22	107:9	162:7
23:19 34:5	95:14	210:6	systemic	tackle
211:10	113:24	212:14, 22,	343:2	319:6
218:8	122:5	24 218:6,	systems	tackling
228:14	255:17	12, 14	8:6 21:10	99:7
231:15	sustained	219:20	54:10 70:6	tactic
234:25	127:19	221:21, 23	90:4 105:7	173:8
235:13, 14,	sweep	223:18	107:11	tactical
16 253:3	158:9	227:5, 9, 11	115:23	116:12, 15
supposed	sweeping	229:7	147:16	takes
17:17	71:20	234:9, 11,	151:16	27:12
140:11	76:14	24 240:23	202:23	30:15
164:2	sweeps	246:11, 24	209:8, 11	188:3
230:8	72:2 74:20	250:18	288:21	189:14
Supreme	Switching	252:16	290:8	281:2
333:11	89:25	255:2	325:10	282:21
340:11, 16	symptoms	268:8	sytem	306:16
surround	254:10	272:8	289:7	307:17
246:5	synergy	275:16		taking
surrounded	221:5, 12	278:2	T	10:13
282:5	system	286:21	table	20:21
surveillanc	21:9 49:10	287:23	7:12 9:24	62:21
e	62:18	288:4, 17,	29:17, 19	106:11
227:4	68:21 94:7	25 289:16,	47:22	144:19
survive	95:20	22 290:3, 6	119:16	175:18
38:17	104:24	291:21	120:16, 24	186:11
204:7	105:19, 21	292:20, 22	121:8, 16	189:20
		293:2	123:4	207:9
		298:7		
		299:17		

219:16	182:25	255:5	82:8	99:18
285:11	183:2	278:10	taxpayers	125:21
328:15	189:11	295:14	333:8	209:2
talk	220:21	305:25	TCB	tech
9:14 11:8,	230:18	335:25	57:16	326:8
9 17:19	253:8	353:9	tea	technical
52:10 78:4	259:25	tap	284:10	5:11
84:14	270:21	201:24	team	technology
102:16	285:24	Tara	8:2 10:18	65:6 111:4
108:22	303:6	8:2	14:9 28:8	259:3,8
115:22	343:22	target	32:21	Telecommuni
129:11	talking	11:22	34:22	cators
146:5	10:15,17,	244:10	61:14	64:5
159:3	20 54:8	320:18	65:20 70:6	tells
171:10	55:16	322:7	85:8,9	212:15
180:19	76:24	targeted	90:11 95:5	255:15
181:5,7	92:25	12:19	96:14	Temple
183:11	95:16	14:22	101:11	257:15
188:12	96:16	15:10	117:13	temporarily
226:6	100:17	33:13 88:5	131:15	196:10
231:18	107:6	targeting	132:24	204:13
237:23	113:9	338:7	157:19	temporary
253:9	114:8,9	task	158:24	33:2
278:13	115:4	337:17	174:16	ten
287:13	116:3,20	338:21	201:5,6	16:13,20
290:18	117:2	339:9	203:14	211:23
301:17	124:22	tax	212:11	225:19
306:10,15	125:15	5:2,4,10	221:12	276:25
324:24	129:5	88:8,12	252:11	277:23
326:9,13	131:10	317:11	256:18	278:6
329:23	147:5	323:22	257:25	ten-
330:13	150:15	329:22	272:2	question
335:16	151:15,18,	330:18	297:23	277:20
talked	19 155:16	349:9,16	315:18	ten-year
35:13 43:7	171:3	taxes	316:6	55:18
94:11	176:18	5:8 21:11	319:14	tend
104:3	184:18	258:24	320:6	126:16
121:25	222:14	349:20	330:14	term
124:19	239:20	taxing	352:19	
147:8	242:17,24,		teams	
175:6	25 243:3,8			

19:16	288:10	249:7	90:8 91:2	197:3
79:22, 23	289:6	262:14	92:18	200:20
93:24	303:23	text	95:10 98:8	202:8, 13
107:3	325:23	130:16	100:13	203:12
114:17, 18,	tested	132:5	101:22	thing
22 126:19	205:15	239:10	103:19	43:12, 19
184:20	testified	296:25	108:8	47:5 54:13
228:25	23:7	texts	109:20	56:22
233:11	189:18	124:15	113:2	102:23
250:20	227:24	thankful	115:8	142:12
289:24	332:18	101:10	118:15	150:2
terms	testify	158:25	119:7	171:3
5:12 12:20	7:7 118:14	185:20	125:18	178:9, 10
13:15	296:13	187:8, 11	134:6	180:9
15:16	testimonies	339:3	136:12, 22	181:4
16:4, 25	189:7	thankfully	137:14	183:7
19:21	testimony	26:4	138:19	188:19
20:7, 18	6:18, 21	therapeutic	139:8	198:15
21:14, 20	7:20 8:17	158:11	144:21	205:14
24:3 27:3,	84:3, 13	249:17	145:17	233:20
22 29:13	113:18	therapist	146:16, 25	235:3
30:16	206:11	156:8	147:19, 25	256:20
40:25 44:8	207:2, 12,	therapists	148:17	260:5
47:21	21 208:4	266:15	149:3, 10,	293:13
66:23	213:8	therapy	18 150:9	305:14
72:15	219:9	267:18	151:3	334:8
83:13	240:17	Thiel	153:24	things
111:20, 24	244:6	7:9, 15, 22,	154:7, 11,	24:13
120:24	271:7	24 9:11, 18	14, 23	34:7, 16
142:16	313:12	52:12 57:3	155:8	38:16
144:15	314:9	58:13	156:14	44:20
163:3, 4	315:14, 20	62:23	158:16	49:11, 15
165:20	324:19, 24	65:24	160:7	51:17
220:7, 22	327:15	67:13	169:17	55:23
221:2	334:18	69:25	173:16	56:16
223:16	testing	70:19, 20	175:11	65:15
224:6	266:25	84:22	177:12, 21	69:5, 18
226:7	Texas	85:18	179:6, 19	74:22
255:10, 18	199:21	87:13 88:9	184:5	75:11
267:14	223:12		190:5	86:6, 8, 21
281:8			193:8	87:6, 11
			194:2	

95:23	259:9	Thomas'	Tiffany	199:17
96:21	272:19	354:13	203:22	203:18, 25
103:5, 7	284:24	thought	time	204:7
105:2, 17	286:8, 24	7:2 67:2	28:9 36:13	205:15
110:21	300:12	105:15, 16	39:13	215:24
116:22	311:11	311:17	43:12	216:6
117:12	338:12	339:9	44:12, 18	218:11, 13,
119:12	346:14	thoughts	46:16	15 225:14,
121:11	thinking	260:21	48:11	23 226:5
122:17	55:20	three-year	54:21 60:7	228:11
132:13	67:24	19:14	71:7 80:18	230:8, 13
134:3	71:10	204:13	82:8 84:9	232:22
138:8	75:3, 11, 24	thrive	86:14	234:23
140:14, 16	95:23, 24	300:13	89:11	244:3
141:25	183:13	317:3	92:13, 20	245:19
147:7	234:2	thriving	93:19	248:24, 25
153:5	267:24	311:24	94:13	249:6, 9
160:14, 20	280:16	throw	100:22, 23	251:17
161:16	283:25	342:2	101:5	252:16
165:7	320:2	Thurman	103:4, 24	253:4
166:7, 21,	Thomas	203:22	104:15	255:7
25 167:19	3:19, 20	Thursday	105:4, 10	283:19
168:14	123:8, 9	41:15	106:11, 12,	284:5
170:14	125:5	ticket	14, 15, 17	285:23
171:6	128:18	62:13	110:19	292:14, 15
172:17	130:14, 25	64:25	111:12	293:11
174:2	131:5	65:9, 10	112:2	294:23
176:10	134:22	205:17	113:13	297:21
186:25	172:14, 15	tickets	117:6, 12	304:6
191:10, 25	175:9	63:13	122:24	306:16
193:3	176:11	64:18	128:3	309:24
195:24	177:16, 24	tied	129:12, 23	310:23
196:6	179:16, 20	82:5	135:11	311:4, 10
197:23	183:3	234:10	147:6	320:21
204:16	186:3	331:21	151:14	326:24
220:7, 21	188:7	333:7	178:18	328:13
226:21	194:11, 12	ties	180:19	341:9
233:7	195:4	11:5	189:12	351:13
236:8	351:23, 24		190:23	352:14
248:16	353:22		195:22	357:2
251:13	357:3, 5		197:20	timeframe
258:23				

74:17	25 306:23	totals	traffic-	58:24
times	307:16	317:25	calming	transform
52:25	315:22	touch	68:5, 15	310:15
62:12 97:8	336:21	9:6 218:7	trafficking	311:14
169:2	346:23	227:20	90:4, 13	transition
187:4	357:14	309:7	91:6	211:10
233:25	told	touches	tragedy	287:21
242:19	104:10	316:18	153:19	324:21
282:3	216:3	touching	trail-	transitiona
328:22	226:22	185:13	blazed	l
timing	272:22	tough	272:17	287:24
200:24	280:11	64:12	train	translate
title	281:22	191:7	36:2	182:22
4:20 7:19	tone	toured	trained	translates
207:11	186:8	275:4	77:12	38:4
314:9	tool	tow	236:13	transparenc
tobacco	338:3, 13	36:2	262:9	y
321:18	tools	town	269:5	62:10, 16
today	65:6	7:2 45:11	306:5, 6	64:14
6:9 7:14,	top	46:4, 15, 16	training	65:16
25 22:13	11:14	toy	65:7 76:15	153:15
55:16, 19	16:20	340:2, 5	77:16, 17	transparent
58:18	73:21	track	255:20	65:18
70:24 71:8	110:11	53:7 57:13	290:24	66:10
97:10	243:25	138:17	304:17, 23,	transportat
116:7	320:15	178:12	24, 25	ion
123:12, 20	342:22	tracking	305:4, 8	8:5 70:5
198:19	topic	37:12 90:7	308:8, 15	160:18, 19
207:21	52:14	tracks	345:22	299:25
208:6	69:24	125:11	346:7	trapped
216:18	312:25	trades	transaction	183:16, 19,
226:15	total	53:19 55:9	s	22
231:11	10:7, 9, 11	traditional	316:21	trauma
237:15	13:12, 20	46:19	transfer	12:25
244:22, 23	28:5 59:22	traffic	132:22	25:18, 20
246:17	207:24	66:24	133:6	26:18, 20
247:7	239:20	67:11	135:2	27:8 29:25
272:12	totally	68:19	283:20	31:3
279:13	147:21		transfers	162:22
296:13, 24,				

222:6	160:24	267:3	two-legged	unable
226:8	227:25	trigger	159:25	211:25
262:12	228:9, 10,	294:15	two-page	uncommon
trauma-	13, 25	295:20, 22	41:21	355:18
informed	235:16	triple	two-year	underestima
26:22	241:23	112:9	339:13	te
33:24	242:6	113:7	type	159:13
261:9	249:23	truancy	24:14 39:8	underfunded
trauma-	261:24	209:24	46:2 129:4	264:17
related	268:20, 21	274:15	135:2	underlying
28:21	275:5	truant	171:2	222:15
traumatized	treatments	250:15	176:19	241:24
267:24	269:17	true	322:17	269:20
Treat	tremendous	150:5, 12	types	undermining
122:16	27:25	192:25	89:18	210:12
treated	28:2, 14	205:19	113:20	underresour
114:19	51:17	249:6	115:15	ced
159:19	122:25	294:16	267:6	105:20
269:20	142:5	trust	typically	174:8
treatment	326:11	226:20, 21	264:16	190:19
14:15	trending	Tuesday		264:17
26:21	181:8, 19	37:3	U	underserved
71:17 74:3	trends	tune	U.S.	209:15
75:2, 14, 23	277:13	38:12	90:14	underspent
77:2 78:6,	335:20	turn	340:16	149:5
12, 14	triage	57:17	UAW	understaffe
79:14, 18	102:24	110:2	217:19	d
82:18 96:7	103:9, 15,	118:25	ultimate	174:7
98:4	16 146:23	265:22	145:6	237:16
102:11	147:4	282:16	150:13	238:24
107:18	150:7	296:6	ultimately	239:4
111:15, 16	154:6	332:22	57:17	246:24
113:12	240:20	turned	100:5	understand
115:15	241:17	53:24	139:4	16:8 18:16
117:19, 22	254:3, 20	turning	174:18	19:10, 18
118:4, 11	331:23	127:22	umbrella	22:2, 5
121:20	trial	Twenty-four	12:12	66:23 71:9
126:18	215:5, 19	211:17	59:17	83:14 84:7
145:7	244:8, 15,			88:13, 25
159:18, 20	16 248:23			

95:25	243:7	unit	187:4	249:21
101:8	304:13	11:3, 4	University	upscaling
106:20	333:5	40:9 42:3,	53:11 54:4	323:19
107:12, 13	340:25	5 79:25	60:6 61:7	upset
110:22	understated	98:23	237:11	192:16
141:23	125:24	108:11	257:21	urgency
147:9	understood	211:21, 22	284:19, 20	20:15
149:15	118:18	213:20	311:3	106:4
151:11, 25	149:9, 14	219:6	unmet	utilize
158:14	296:20	221:9	209:23	18:4 62:9
162:21	335:14	224:22, 23	unpleasant	245:22
163:2	undertaking	225:11	254:2	utilized
164:20	331:22	228:20	unprecedented	32:12, 19
167:10	undetailed	238:4	ed	118:12
169:7	152:24	240:2, 4	203:6	245:7
170:2, 12	unexpected	256:3	unsheltered	utilizing
192:8	204:16	287:18	94:25	16:4 32:11
194:7	unfair	298:8	97:18	utopia
197:5	271:5	308:10, 12	unsolved	268:23
205:18	unfilled	329:25	135:9	
233:11	54:23	345:11	unsure	V
276:6	unfortunate	346:6	348:23	vacancies
281:4	141:21	349:9, 16	upcoming	102:9
285:5, 11	unhoused	United	20:7 198:8	190:20
288:8	92:15 93:6	219:21	200:5	215:16
289:9	102:10	264:10	update	Valerie
305:12, 16,	unilaterall	units	29:22	329:22
22 307:10	y	109:8	44:11	330:12, 17
327:8	152:13	110:8	326:18	validate
351:11	union	138:21	updates	93:22
understandi	200:17	169:11	85:19, 21	validity
ng	unionized	170:23	upheld	110:5
13:3 51:3	217:18, 19	225:21	96:25 98:5	valuable
118:8	unique	238:13	uphold	39:24
120:13	221:22	288:19	97:20	van
130:11	308:7	297:21	uploaded	284:8
158:22	uniqueness	298:14	62:19	Vanessa
162:17	77:23	Unity	upper	8:6 177:4
224:7		202:5		
241:16		universe		
242:11		128:24		

variety	42:3 141:4	28:18	visualizing	29:7
251:4	142:3,17	30:3,22	66:6	235:11
281:10	165:17	32:9 46:3	VOCA	walk-
vast	292:16	51:12	166:2	arounds
222:13	victims	91:16	167:20	56:11
309:8	26:25	162:23	voice	walkie-
vehicle	28:17,23	247:11	279:15	talkies
66:20	41:7	316:24	volume	46:20
vehicles	48:16,19	340:7	254:14	walking
59:12	90:6	violent	268:17	37:4 45:15
vendors	140:19	16:19 26:6	vote	wanted
150:6,8	141:2,7	162:23	179:18	22:14
venture	163:23	virtue	voted	49:13
159:11	165:12,18,	307:12	37:25	53:23
311:23	25 273:9	visceral	vouchers	102:4,21
verify	280:18	25:19	307:25	133:6
62:19	victims'	vision	vulnerable	135:20
versed	279:14	8:23 53:12	316:25	146:18
36:5	viewed	66:18	344:9	155:22
versus	114:24	67:14,17,		156:12
121:7	viewpoint	24 68:10,	W	157:22
354:17	42:12	21 155:4	wages	162:5
vet	Villanova	173:3	167:17	163:23
159:10	257:15	181:22	wagon	248:17
viability	violating	185:15	235:10	265:13
137:10	320:22	208:16	wait	272:16
viable	violation	221:24	63:17	276:13
334:20	321:22	visions	142:25	301:13
vibrant	violations	99:9	228:3	302:8
317:7	73:3	visit	321:12	303:24
victim	violence	71:15	waiting	332:14,22
28:12	9:13,16	182:2	175:19	wanting
29:2,4	10:17,19,	184:15	215:2	160:4
30:13	22 11:3,5,	198:14	245:2	344:4
31:16	11,13,19	222:24	248:24	war
32:20	12:2,10,17	223:5,14	249:24	294:17
37:21	13:6,8,11	visitors	260:4	Warner
38:3,5	14:12	9:6	walk	178:19
	27:5,20,24	visits		warning
		222:21		71:14,25

72:4 78:8	231:13,14	whichever	wondered	88:19 89:5
watch	232:5	242:15	160:2	93:23
45:11	242:22,25	white	wonderful	94:19,20
46:4,15,16	243:2	261:19	279:6	95:7 96:4
269:10	254:24	304:11	wondering	103:8
watching	340:17	wholehearte	90:2	104:5
70:7	weekends	dly	178:20	105:16
174:24	13:25	236:17	196:9	107:22
water	weeks	wife	260:17,20	115:17
330:8	73:25	75:21	333:12	125:22
335:6	117:10	Williams	wonders	126:3
355:20	255:3	58:17	195:21	127:23
Wawa	298:4	Wilson	word	131:21
296:23	315:24	8:12	72:6 254:2	132:4,15
ways	welcomed	winding	341:13	134:19
30:21	199:19	333:11	words	136:15
93:20	welcoming	window	252:5	137:22,24
95:25	199:24	27:16	270:2	142:6
196:10	welfare	winds	346:18	148:3,5,22
290:19	208:20	274:15	work	149:20
293:23	345:11	wiring	10:16,18	150:2,15
321:22	346:6	279:12	18:8,17	151:18
343:19	347:6	wishing	21:5,22	152:6,23
wayward	well-being	78:11	24:16	157:22
200:16	255:24	withdrew	26:22 28:7	158:25
website	wellness	327:16	29:11,25	160:17
69:12	146:23	witnesses	37:20	162:5,20,
93:13	147:5	207:5	40:18,22	25 168:24
Wednesday	150:7	woman	44:7 46:25	169:8,21,
36:23	240:21	131:23	55:13	23 171:25
357:8,15	241:18	185:9	60:8,19	177:6
weed	West	womb-to-	62:19	180:16
234:5	36:15	prison	63:2,3,8	181:10
week	54:18	208:14	64:3 65:10	182:24
64:5 71:3	305:23	211:17	66:15 68:6	183:5,6,9,
74:4	wet	women	75:9,13	11,24
202:25	295:20	290:20,21	77:13,14	184:2,3
228:5	Whac-a-mole		80:16	191:23,24
230:9,10	321:15		81:10,22,	192:2
			24 86:7	193:21
				198:21
				200:9,13

201:25	22, 24	227:13, 14,	113:5	workload
203:4, 15	343:18	18 228:19,	117:19	237:18
204:25	344:6, 24	20 232:14	121:9	works
208:10	347:4	235:7	126:5	8:21 91:17
215:8	348:3	246:9	127:7	95:21
219:15, 22	349:21	252:22	136:4	102:7
221:4, 7	352:5, 17	253:2, 9,	138:9	298:15
224:5	353:3	11, 19, 21	141:11, 12	299:7
226:3	356:15, 17	254:14	142:15	world
227:12	Workday	255:11, 14	147:8	106:5
231:22	324:22	256:3, 17	173:8	223:20
246:2	worked	266:13, 17	174:4	232:21
251:9	43:10 86:8	268:15, 16	175:22	270:14
252:6	100:25	269:4, 22	176:21, 22	275:9
255:6, 21,	103:4	274:10	179:7	277:4
25 256:15,	307:19	275:20	190:17	worst
16, 25	318:20	300:9	192:7	142:12
257:24	336:23	310:9	198:18	worthy
268:11, 17	341:9	workforce	203:13	261:8
269:4	348:2	51:24	206:12	wound
276:25	352:19	115:22	214:10	275:19
285:20	worker	116:7	247:17	WPSI
287:17	212:12, 16	workforces	257:7	54:18
290:7	246:6, 13	137:22	265:24	wrap
291:12	255:13	working	269:15	61:2 146:7
292:16	256:24	19:3 24:4	287:12	195:10, 11,
300:2, 16,	269:11	35:25	290:10	15 285:21
21 310:2,	298:10	39:5, 14, 23	296:6	294:25
11 312:10	299:14	42:23	304:12	310:5
313:4, 6	312:5	43:24	319:5	wraparound
314:15	workers	49:23 50:4	322:5	149:24
315:10	46:23 52:5	51:3, 4, 13	335:7	wrapping
316:18	133:8	54:25 55:9	338:21	199:8
317:5, 21	136:7	61:6 66:11	342:13	Wrestlemani
318:18, 24	211:23	67:23	343:15	a
320:3	212:4, 7	68:11	344:4	195:20
322:14, 17	215:7	81:19	345:10, 12,	199:13
323:13, 16,	222:23	82:22 85:9	18, 20	write
18 324:7,	223:5	90:3 96:13	346:4, 7	205:17
25 325:15	224:24	101:11	350:4	
330:14, 24	226:7	103:24, 25	356:12, 19	
339:5, 7,				

writing	137:4	178:4	146:4	14:24
176:14	161:10	179:23	177:7	15:4, 6
300:2	174:9	180:24	178:23	22:22 23:5
written	176:24	181:25	195:13, 16	179:10
72:4 208:4	178:15	203:7	198:23	192:22
334:18	180:18	219:3	199:7, 12	193:4
wrong	200:10	249:2	212:20	208:25
147:21	210:11	252:10	214:3, 8,	209:4, 5, 8,
272:14	211:21	273:4	16, 18, 22	21 210:5,
333:6	213:6	276:24, 25	221:13	6, 15, 23
347:22	217:4, 7, 9	294:10	233:25	211:6, 8
wrongfully	225:18	296:23	234:7, 8	212:8
243:17, 18	227:15	297:6	238:14	213:3, 9,
Wynnefield	238:9	303:17	244:14	15, 17
279:20, 21,	239:9, 13	317:8	248:22	225:12
24	244:2	337:19	251:14	228:19
	245:11, 13	339:17	259:24	238:3, 12
	248:21	342:16	273:3	239:17, 21
X	250:4	years'	275:18	244:7, 9
Xanies	265:12	138:23	276:5, 12,	245:10, 11,
295:22	291:10, 12	yesterday	16 282:3,	24 246:3,
XY	298:2	76:22 84:6	23 285:2	10 250:13
154:16	305:10	93:8	286:2, 19	253:23
	315:21	94:11, 17	301:5, 6, 9,	260:23
Y	319:18	102:5	16 303:2	261:20
y'all	320:8, 13	161:14	304:16	278:20
17:13 21:2	333:10, 14,	189:18	306:7	284:7
112:8	16	191:9	309:14	287:19
356:7	year-round	314:3, 7	347:18, 19	288:3, 19,
Yates-gale	56:4, 19, 24	young	348:8, 20	20 289:21
8:14	years	2:23 47:15	349:10	290:19
year	5:18, 23	48:3 55:24	350:9, 14,	295:19
4:23 5:14,	26:2 31:22	60:2 62:3	23 351:17	297:21
22, 25	43:16	129:10	354:6, 9, 10	298:11
6:13, 15, 16	81:18	135:15, 22,	355:13, 25	300:11
8:18 17:5,	103:13	23 136:18,	356:8	308:10
7 20:13	117:10	25 137:23	younger	345:14
32:24 57:5	122:10	139:7, 23	46:5, 7	youth-based
106:8	123:22, 25	142:23	273:8, 9	180:5
133:23	166:23	143:5	298:5	
	177:6	145:11, 21	youth	

z

zeroed

265:14

zip

11:23