

COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEE ON PARKS, RECREATION
AND CULTURAL AFFAIRS

Room 400, City Hall
Philadelphia, Pennsylvania
Monday, September 30, 2024
10:30 a.m.

PRESENT:

COUNCILMAN ANTHONY PHILLIPS, CHAIR
COUNCILWOMAN CINDY BASS, VICE-CHAIR
COUNCILMAN CURTIS JONES, JR.
COUNCILWOMAN RUE LANDAU
COUNCILMAN ISAIAH THOMAS
COUNCILMAN JEFFREY YOUNG, JR.

RESOLUTIONS: 240422, 240392

1 - - -

2 COUNCILMAN PHILLIPS: Good
3 morning. I now note that the hour
4 has come.

5 Ms. Walton, will you please
6 call the roll to take attendance.
7 Members that are in attendance will
8 please indicate that you are
9 present when your name is called.

10 THE CLERK: Chair Phillips.

11 COUNCILMAN PHILLIPS:
12 Present.

13 THE CLERK: Vice-Chair
14 Bass.

15 (No response.)

16 THE CLERK: Councilmember
17 Landau.

18 COUNCILWOMAN LANDAU:
19 Present.

20 THE CLERK: Councilmember
21 Jones.

22 COUNCILMAN JONES: Present.

23 THE CLERK: Councilmember
24 Young.

25 COUNCILMAN YOUNG: Present.

1 THE CLERK: And,
2 Councilmember Thomas.

3 COUNCILMAN PHILLIPS: He
4 was present. Thank you. A quorum
5 of the Committee is present and the
6 hearing is now called to order.

7 Before we go into a public
8 hearing, we will go into a public
9 meeting on Bill No. 240422 to
10 consider the action to be taken.
11 Please note Bill No. 240422 had its
12 public hearing on May 28, 2024 and
13 will be reported out of a public
14 meeting today. No further
15 testimony will be taken on this
16 bill.

17 The Chair recognizes
18 Councilmember Young for a motion on
19 Bill No. 240422.

20 COUNCILMAN YOUNG: Thank
21 you, Chair.

22 I move that Bill No. 240422
23 be reported from this Committee
24 with a favorable recommendation and
25 further move that the rules of

1 Council be suspended to permit

2 first reading of this bill at the

3 next session of Council.

4 (Duly seconded.)

5 COUNCILMAN PHILLIPS: It

6 has been moved and properly

7 seconded that Bill No. 240422 be

8 reported from this Committee with a

9 favorable recommendation and

10 further move that the rules of

11 Council be suspended to permit

12 first reading of this bill at the

13 next session of Council.

14 All those in favor of the

15 motion will signify by saying aye.

16 (Aye.)

17 COUNCILMAN PHILLIPS: Those

18 opposed?

19 (No response.)

20 COUNCILMAN PHILLIPS: The

21 ayes have it and the motion

22 carries. Bill No. 240422 will be

23 reported from this Committee with a

24 favorable recommendation with a

25 request that the rules of Council

1 be suspended to permit first
2 reading at the next session of
3 Council.

4 We will now begin the
5 public hearing. This is the public
6 hearing of the Committee on Parks,
7 Recreation and Cultural Affairs
8 regarding Bill No. 240392.

9 Ms. Walton, will you please
10 read the title of the bill.

11 THE CLERK: Bill No.
12 240392, resolution authorizing the
13 Committee on Parks, Recreation and
14 Cultural Affairs to hold hearings
15 on ensuring recreation centers have
16 the full complement of staff needed
17 to respond to the diverse
18 challenges of Philadelphia
19 neighborhoods.

20 COUNCILMAN PHILLIPS:
21 Before I call on the Clerk to call
22 the first panel, would any of my
23 colleagues like to make any opening
24 comments?

25 (No response.)

1 COUNCILMAN PHILLIPS: I
2 just want to note for the record
3 that Councilman Thomas was here
4 earlier today. He had to leave
5 before the hearing began, but he
6 did make comments about how
7 important this was to him and that
8 we listen to members and staff
9 members of Parks & Rec on this
10 particular concern and issue, so
11 we're really excited that he was
12 able to introduce that.

13 Also, the Chair recognizes
14 Councilman Curtis Thomas -- Curtis
15 Jones.

16 COUNCILMAN JONES: Curtis
17 Thomas. I've been called worse.

18 COUNCILMAN PHILLIPS:
19 Curtis Jones.

20 COUNCILMAN JONES: Thank
21 you, Mr. Chairman.

22 I think that it is
23 important that as we embark upon
24 fixing physical recreation centers,
25 improving recreation centers, and I

1 want to for the record thank you
2 for coming out to Tustin in West
3 Philly to do a tour to look at our
4 infrastructure. We are blessed in
5 that rec center to have a strong
6 program of services to young people
7 that includes boxing, basketball
8 arts and craft, afterschool
9 programs.

10 It is robust there, but I
11 don't know if we have that same
12 capacity throughout the system.
13 One of the things, like in other
14 departments, it is difficult to
15 find employees these days and we
16 have a lot of competition among
17 departments in the private sector
18 so we have to work on that.

19 But one of the things I
20 hope to hear is a plan today on how
21 we engage some of the volunteers
22 that are out there doing track and
23 field, doing basketball, doing
24 baseball and football for free and
25 try to integrate that into a

1 physical plan.

2 I know that in one of our
3 rec centers, Shepard, we've had a
4 renowned boxing program where
5 champions have come out of that
6 program and none of the people,
7 none of the coaches, none of the
8 trainers are on payroll but they
9 are as committed to the furtherance
10 of the boxing program. We have to
11 replicate that throughout the
12 system and hopefully we'll come up
13 with a plan for that today.

14 Thank you, Mr. Chairman.

15 COUNCILMAN PHILLIPS: Thank
16 you, Councilman Jones. Actually
17 that's very thoughtful and really
18 important. And so, I want to make
19 sure that that is really heard on
20 record today.

21 Clerk, so we're going to
22 now -- also, I want to recognize
23 that Councilwoman Bass is present
24 for the Committee hearing, our
25 Vice-Chair.

1 So before I call on the
2 Clerk to call on the first panel,
3 are there any other members of
4 Council on this Committee that have
5 any comments?

6 Councilman Young. The
7 Chair recognizes Councilman Jeffrey
8 Young.

9 COUNCILMAN YOUNG: Thank
10 you, Mr. Chair.

11 I just want to commend you
12 for having this particular hearing.
13 This is an issue that is of the
14 utmost importance to me. As some
15 folks know, parks and recreation in
16 my District is the number one
17 priority for me. As I've done
18 tours throughout rec centers in my
19 District with the members of the
20 Administration, just by myself just
21 going into places, folks don't even
22 know that I'm the Councilman, just
23 really getting information on
24 what's going on.

25 We really have an outdated

1 system. And I think that it is up
2 to us as Councilmembers who are
3 stewards of the budget to really
4 make investments into our children,
5 right, and make investments into
6 positive outlets where children can
7 remain to be children and continue
8 to grow in a space as they age out,
9 right.

10 Rec centers shouldn't just
11 be for toddlers. They should be
12 for teenagers. They should be for
13 seniors. And so, we want to make
14 sure that our centers are fully
15 equipped, are fully staffed with
16 the right people in programming to
17 grow with our city.

18 So I look forward to having
19 this conversation today to see what
20 we can do as a body to make our
21 city number one when it comes to
22 Parks & Rec.

23 COUNCILMAN PHILLIPS: Thank
24 you, Councilmember Jeffrey Young.

25 The Chair now recognizes

1 Councilmember Rue Landau.

2 COUNCILWOMAN LANDAU: Thank

3 you so much. I just wanted to add

4 to what my colleagues are saying,

5 that this is also utmost importance

6 to me of expanding our rec centers

7 to the best of our 2024-2025 and

8 beyond ability but also supporting

9 the staff as it happens and making

10 sure you're fully staffed and fully

11 trained for what we want to come.

12 As the Chair of the

13 Technology Committee, I've really

14 been looking at ways in which we

15 can inform the public more about

16 what's available, when it's

17 available and taking some of this

18 administrative burden off of the

19 staff for the phone calls and just

20 the day-to-day interactions. Let's

21 put it all online in a really easy

22 way that people can see what's

23 happening, at what time and when

24 that basketball court is available,

25 how great would that be.

1 But we fully support
2 everything that's happening. Just
3 want to help you guys as much as we
4 possibly can, so look forward to
5 this hearing. Thanks.

6 COUNCILMAN PHILLIPS: Thank
7 you, Councilmember Rue Landau.

8 Would any other members of
9 the Committee like to speak?

10 (No response.)

11 COUNCILMAN PHILLIPS: Okay.
12 Thank you.

13 So seeing that there's no
14 other Committee members for
15 comments, Clerk, will you please
16 call the first panel we have to
17 testify on Bill No. 240392.

18 THE CLERK: Panel No. 1,
19 Susan Slawson, Commissioner for
20 Department of Parks & Recreation;
21 Marissa Washington, PPR First
22 Deputy Commissioner of
23 Administration; and AnnMarie Dunn,
24 PPR Deputy Commissioner for
25 Programs.

1 COUNCILMAN PHILLIPS: Thank
2 you. Please approach the witness
3 table.

4 (Witnesses approached
5 Witness table.)

6 COUNCILMAN PHILLIPS: All
7 right. Well, good morning, good
8 morning. If you can just again
9 please state your name for the
10 record and then proceed with your
11 testimony. Again, it's great to
12 see you all here today. Thank you.

13 COMMISSIONER SLAWSON: Good
14 morning. Susan Slawson,
15 Commissioner of Parks & Recreation;
16 Marissa Washington, First Deputy
17 Commissioner of Parks & Recreation;
18 and AnneMarie Dunn, Deputy
19 Commissioner of Programs.

20 COUNCILMAN PHILLIPS: Okay.
21 Thank you. Please proceed.

22 COMMISSIONER SLAWSON: Good
23 morning, Committee Chair Phillips,
24 Vice-Chair Bass and Committee
25 members. Again, my name is Susan

1 Slawson and I serve as the
2 Commissioner for the Department of
3 Parks & Recreation. I'm joined
4 today by PPR's First Deputy
5 Commissioner of Administration
6 Marissa Washington and PPR's Deputy
7 Commissioner of Programs AnnMarie
8 Dunn.

9 I'm here today to testify
10 on Resolution No. 240392, a
11 resolution authorizing a hearing on
12 staffing levels, including the
13 inclusion of new job
14 classifications at the Department
15 of Parks and Recreation.
16 Throughout my testimony I will do
17 my best to address the several
18 issues raised in the text of
19 Resolution No. 240392.

20 The mission of Parks &
21 Recreation is to provide the City's
22 residents with recreation programs
23 for their leisure time and provide
24 communities with a multi-faceted
25 park system that enhances quality

1 of life while promoting well-being
2 for visitors.
3 In order to improve public
4 health, reduce stress and promote a
5 more active lifestyle, we offer
6 many opportunities for sports and
7 leisure for children and adults of
8 all ages. Our goal is to provide
9 spaces that are clean and safe
10 allowing residents to enjoy
11 themselves while engaging in
12 wellness and enriching
13 opportunities.
14 The safety of our visitors
15 and staff in our recreation centers
16 and parks is a key priority. In
17 order for a recreation center to
18 open, we require that two staff
19 members be onsite. While we
20 aggressively work to fill our
21 staffing vacancies, we manage to
22 adhere to this requirement by
23 ensuring equitable staffing
24 coverage by strategically using
25 permanent and seasonal staff.

1 At the same time in
2 partnership with the office of
3 Human Resources, we have changed
4 the specs for the recreation leader
5 trainee and other entry-level
6 positions to create additional
7 pathways to full-time employment
8 and to decrease some of the
9 obstacles that existed previously.

10 In addition to ensuring
11 adequate staffing at our
12 facilities, we work to ensure safe
13 facilities through our deep
14 partnership with Philadelphia
15 Police Department. Along with the
16 Philadelphia Police Department, we
17 have developed several strategies
18 for police and community to engage
19 in an effort to address safety
20 concerns.

21 As an example, a leadership
22 meeting was held prior to our
23 summer season with the Police
24 command staff and PPR leaders. The
25 purpose of this meeting was to

1 collaborate on providing organized
2 programming at recreation centers.
3 Captains assigned Community
4 relations and District officers to
5 specific recreation centers to
6 participate in our teen nights,
7 play basketball with youth, operate
8 movie nights and give out water ice
9 and pretzels.

10 We absolutely agree with
11 the intent of this resolution,
12 specifically that there is more
13 work to do to make our recreation
14 centers safer for everyone,
15 including staff and the people who
16 use our facilities.

17 We must explore a wide
18 array of safety-enhancing measures
19 and execute them in a way that fits
20 both our operational needs as well
21 as the needs of the community, and
22 we look forward to listening to
23 other individuals' testimonies
24 today.

25 Also, while we

1 wholeheartedly support ensuring
2 more children and families have
3 access to therapy and social
4 workers, it must be noted that our
5 sister departments in the Office of
6 Children and Families and the
7 Health and Human Services cluster
8 of the Managing Director's Office
9 already provide therapy and social
10 services in community locations
11 that are best-suited with the
12 onsite experts to provide much-
13 needed and often requested
14 services, like behavioral health
15 treatment and rehabilitation.

16 In addition to concerns
17 around privacy and liability,
18 turning recreation centers into
19 social service hubs could result in
20 mission creep, diverting PPR's
21 limited resources from recreation
22 and leisure.

23 Like the members of this
24 Committee and other members of
25 Council, we are very concerned

1 about the violence and safety
2 issues in and around rec centers.
3 We also understand that while our
4 work with the PPD is the primary
5 part to address safety issues, in
6 particular gun violence, we are
7 committed to exploring various
8 other solutions that may provide
9 additional security measures while
10 at the same time still allowing us
11 to stay true to the mission of
12 Parks & Recreation.

13 We appreciate the
14 opportunity to testify and we
15 welcome any questions and
16 suggestions from the Committee
17 today.

18 COUNCILMAN PHILLIPS: Thank
19 you, Commissioner Slawson.

20 The Chair now recognizes
21 Councilmember Curtis Jones.

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

24 And thank you,
25 Commissioner. And welcome back to

1 city government. You left us for a
2 while and we missed you and you
3 somehow voluntarily came back so we
4 thank you for that.

5 I want to go on the record,
6 Mr. Chairman, and say that if we go
7 back to the pandemic there was no
8 other department that was tasked to
9 fill in the void, talk about
10 mission creep. They were the only
11 safe outdoor spaces that often
12 people could safely gather. You
13 volunteered, your department did,
14 to distribute food, to do all those
15 other ancillary things that really
16 doesn't come under your bailiwick.

17 During the civil unrest,
18 that was also something that your
19 department took on and filled in
20 where you could and provided
21 resources, personnel to kind of
22 keep the ship stable. So on the
23 record, I want to thank you.

24 What I'm also pleased about
25 is your leadership, the Mayor's

1 vision, your leadership, as to
2 where we go going forward. We
3 spent a lot of time dealing with
4 soda tax issues and the fixing of
5 rec centers or the lack thereof in
6 some cases, but I'm confident today
7 that we are on the right path with
8 the brick and mortar. Where I want
9 us to be innovative is, you're very
10 aware of this, that you have all of
11 these volunteer recreation
12 organizations that we need to fully
13 incorporate and utilize.
14 I know about track and
15 field. The United Age Group Track
16 Club Association has maybe 20 youth
17 track teams. And during the
18 summer, we work with the School
19 District and we're up there and
20 you'll see 1,000 kids with 1,000
21 parents and not a fight, and they
22 do this for free. They work them
23 out for free. Up in your District
24 there are plenty of teams and mine.
25 COUNCILWOMAN BASS: Icons.

1 COUNCILMAN JONES: And
2 Icons in lacrosse, they do this for
3 free. And I think there is an
4 opportunity for your staff to work
5 with them to figure out, where
6 appropriate, how do we incorporate
7 that into the Rec Department's kind
8 of lexicon of opportunities.

9 I can do that for boxing.
10 We have a number of really
11 successful renowned amateur boxing
12 programs that are in our rec
13 centers now that if we kind of work
14 with the leadership, trained up
15 some of the coaches, certified some
16 of the coaches in a way so that we
17 can ensure them and ensure our
18 young people are in healthy
19 environments, that we could get a
20 lot of mileage out of what already
21 exists.

22 Icons, which Member Bass
23 talks about, is at 33rd and
24 Berks --

25 COUNCILWOMAN BASS:

1 Diamond.

2 COUNCILMAN JONES: Diamond,

3 and they go out there and they're

4 one of the few female innercity

5 lacrosse teams. Full disclosure,

6 my granddaughter plays for them.

7 And it has opened up opportunities,

8 non-traditional opportunities, that

9 she would have never thought about.

10 The river, we do rowing.

11 The City does a yearly training

12 during the summer. I think if we

13 just kind of knit some of these in

14 with a little bit -- I understand

15 the limit of money. We need to

16 probably find private sector

17 dollars to assist you and us to

18 mesh that together, but I think all

19 of the ingredients are actually out

20 there if we can kind of weave them

21 in with your staff, with your

22 competent staff. And I don't say

23 that -- work on your poker face,

24 but I don't say that lightly. I

25 really hold them in high regard.

1 A lot of times they're
2 understaffed in challenging
3 neighborhoods where they have to
4 hold it down in neighborhoods that
5 probably could use a little more
6 attention by way of security. What
7 you do with the PAL should not go
8 unnoticed. That is an excellent
9 opportunity, and thank you for
10 being a part of -- we had up at the
11 Sixth Man Center 18 teams of
12 at-risk youth that came and played
13 basketball for little pieces of
14 medal, but what they got from the
15 coaches was priceless.

16 So I'm encouraged about the
17 possibilities of what can be if we
18 kind of put a little more
19 coordination effort into it.

20 Thank you, Mr. Chairman.

21 COUNCILMAN PHILLIPS: Thank
22 you, Councilmember Jones.

23 Any other questions of the
24 Committee? Yes, we do.

25 The Chair recognizes

1 Councilwoman Rue Landau.

2 COUNCILWOMAN LANDAU: Thank
3 you. My first question is what are
4 the biggest struggles or roadblocks
5 in attracting and retaining staff
6 for the rec centers?

7 MS. WASHINGTON: Good
8 morning again. First Deputy
9 Commissioner Washington. I think
10 our biggest challenge, and
11 Councilman Jones mentioned this
12 earlier, there's competition across
13 the board for all of our positions,
14 whether it's our program positions,
15 our skills trades positions.

16 Over the last few years our
17 vacancy rate has been very high.
18 Our previous Commissioner has
19 always testified about this so we
20 are competing with other places.
21 The other thing that the Councilman
22 just said was that some of our more
23 challenging neighborhoods it's just
24 hard to staff.

25 We actually are going

1 through promotions right now for
2 our Rec Leader 3s and we've had
3 some people who have declined the
4 position because of where they have
5 to go. And in my 16 years, that is
6 something that I have experienced
7 the entire time, that folks will
8 decline a promotion based on where
9 they are going to go. So I think
10 there's competition.

11 I will say that over the
12 last few years one of the things
13 that we have done is we have
14 changed our rec leader trainee spec
15 to loosen up the requirements to
16 accept more degrees, to include
17 experience as a recreation -- or a
18 seasonal or temporary person within
19 Parks & Recreation. That's helped
20 us to improve on diversity.

21 In 2018 we changed the job
22 spec and did some robust recruiting
23 so that we could have more diverse
24 program staff. That was one of the
25 things that was lacking. Over the

1 last couple of years we've changed

2 those specs again.

3 And I want to say this

4 current list probably is about 60

5 percent people of color and

6 hopefully they will take those

7 positions. So I think it's a

8 combination of things that prevent

9 us from being able to have our full

10 complement of staff.

11 But I think we're

12 changing -- one of the things that

13 we're doing we have an assistant

14 recreation leader position which is

15 a permanent part-time position.

16 It's been announced for the first

17 time in five years, and that is a

18 way for us to create pathways to

19 employment for folks and that was

20 one of our key positions to really

21 help. So hopefully we will have 25

22 people come in for that. Hopefully

23 we'll get 60 people to accept our

24 positions for recreation trainee,

25 but people have other opportunities

1 and the competition for working in
2 the suburbs, less work, smaller
3 facilities or not as many people.

4 I mean, I think it is a
5 real issue that we're trying to
6 become creative and strategic to
7 improve on our vacancies and get
8 people to want to come to Parks &
9 Recreation whether it's programs or
10 in our skills trades.

11 COUNCILWOMAN LANDAU: Thank
12 you so much for that. As somebody
13 who's hired through the City system
14 I know that it's complicated and
15 it's a little more bureaucratic
16 than we want it to be. So I
17 appreciate your focusing on it and
18 looking for solutions and different
19 ways that we can do things
20 differently than we've done before.

21 Do you have any flexibility
22 in hiring people to work at their
23 local rec center? Is it just that
24 when they apply for a job title and
25 they pass the test and they're on

1 the list for that job title, they
2 can be placed anywhere in the city?
3 Is there a flexibility to make them
4 local to their local rec center
5 where they know the neighborhood?

6 MS. WASHINGTON: So we
7 place people where the vacancies
8 are and that's the fairest process,
9 because if somebody has been
10 working in a facility and a vacancy
11 isn't there in that position, then
12 we would have to move someone out
13 to accommodate the local folks. So
14 it's really based on where the
15 vacancies are, but we do issue out
16 transfers a lot before we bring new
17 people in to give people an
18 opportunity to move around.

19 At times we'll include
20 longevity and those sorts of
21 things. I mean, AnnMarie could
22 probably talk a little bit better
23 about that process and how we
24 select people to go to particular
25 centers.

1 COMMISSIONER SLAWSON: If I
2 could comment on that, I will say
3 for seasonal positions a lot of our
4 seasonal positions we place people
5 in their communities that they live
6 in. But for full-time staff, we're
7 usually putting them where the
8 vacancies are, but we do have those
9 opportunities.

10 COUNCILWOMAN LANDAU: Do
11 you ever recruit in the
12 neighborhood of that rec center
13 where there are vacancies in order
14 to get people in line or when you
15 know vacancies will happen, the
16 planning along the way?

17 MS. WASHINGTON: So I will
18 say with our rec leader trainee,
19 recreation outreach worker and ARL
20 positions most of those folks come
21 from our seasonal pool from the
22 local community. A lot of the
23 folks -- even some of our program
24 folks that are here now, they were
25 once seasonals in their local

1 recreation facility and moved up
2 through the system. So we do have
3 that opportunity.

4 Unfortunately, when it
5 comes to a civil service list those
6 lists are good for two years. So
7 depending on, say, if we have 10
8 vacancies now and we fill those 10
9 vacancies, a few folks retire, so
10 wherever that person retires from,
11 that's where that vacancy now is
12 and then we'll go back to the list.
13 So sometimes it's going to be
14 difficult to place people directly
15 in their neighborhood, but where we
16 can we will. We will do that with
17 our ARLS.

18 I know with our recreation
19 outreach worker position, we added
20 60 new positions over the last
21 year-and-a-half. Most of those
22 people came from seasonal jobs to
23 go into a full-time permanent
24 position and they were placed in
25 their local rec center or at least

1 the local community.

2 COMMISSIONER SLAWSON: I

3 think also our staff, the men and

4 women that work in our rec

5 facilities, they are the biggest

6 recruiters for us because if we're

7 getting seasonal staff members,

8 it's usually because recreation

9 leaders are sharing with community

10 members that positions are open.

11 So we do have that support from the

12 staff members that are saying,

13 okay, come on, let's put in for

14 this position. So it's coming from

15 within.

16 MS. WASHINGTON: Yeah. I

17 will say that for this last

18 recreation list we had about 80

19 people that were approved, well, a

20 little bit more, about 100. 55 of

21 them were either seasonal or

22 outreach workers in our department,

23 so they were already our members

24 that applied for the rec leader

25 training.

1 COUNCILMAN PHILLIPS:

2 Good --

3 COUNCILWOMAN LANDAU: I

4 have another one.

5 COUNCILMAN PHILLIPS: No,

6 keep going. You're fine. You're

7 fine. Keep going.

8 COUNCILWOMAN LANDAU: So

9 the next question is do you have a

10 large kind of three- to five-year

11 master plan? Do you look at all

12 the rec centers collectively, kind

13 of look at the facilities' needs,

14 the staffing needs? And is there a

15 master plan that you can share with

16 us and what is the three- to five-

17 year plan?

18 MS. WASHINGTON: So we do

19 not have a master plan. We do have

20 our five-year plan. But as

21 Councilman Jones just said,

22 Commissioner Slawson has been here

23 for, I don't know, if it's six

24 months yet, so we're working on

25 updating our strategic plan across

1 the board to figure out what's the
2 best way to staff our facilities,
3 where are pain points across our
4 system and really creating some
5 programs and policies and
6 procedures that can help us move
7 forward. So we're in the beginning
8 stages of looking at our strategic
9 plan that is probably about two,
10 three years old.

11 COMMISSIONER SLAWSON: And
12 I would like to just comment on
13 thinking about Councilmember Jones,
14 some of his statements about
15 community and volunteers and how
16 important that is for our system to
17 work not only for recreation
18 facilities but for our park land as
19 well. We don't function without
20 the support of volunteers.

21 Our system would not look
22 the way it looks, it would not be
23 as well-kept as it is currently if
24 we did not have the support of
25 community. It is community that

1 allows us to thrive. And one of
2 the things that I've been looking
3 at is for us to come up with -- we
4 have community engagement within
5 Parks & Recreation, but it is not
6 centralized. So we have something
7 on over here and over there, but
8 there's not that one person that's
9 responsible to make sure the
10 volunteers are being supported or
11 we're recruiting volunteers.

12 So I'm actually working on
13 identifying someone that can be
14 that engagement person where we are
15 funneling everything and we know
16 where we need support. We know
17 where the boxing rings are. We
18 have a young lady that's working
19 with us who is responsible for
20 analyzing our programs, so there
21 are some things that we are
22 currently doing because we
23 recognize that we need to bring
24 things under one umbrella and come
25 up with a plan as opposed to just

1 react. So we are working on that.

2 COUNCILWOMAN LANDAU: Thank

3 you.

4 MS. WASHINGTON: And I will

5 also add -- I just got this from

6 Deputy Commissioner AnneMarie. So

7 we are about 2700 volunteers that

8 run through our system that have

9 gone through the clearance process.

10 We also know that we're going to

11 have -- that there are probably

12 additional volunteers that are

13 working in a local recreation

14 facility but haven't necessarily

15 gone through the kind of

16 centralized background process.

17 But we have about 2700, and this is

18 going across the system.

19 COUNCILMAN PHILLIPS: The

20 Chair recognizes Councilmember

21 Young.

22 Councilmember Landau will

23 come right back.

24 COUNCILWOMAN LANDAU: Thank

25 you.

1 COUNCILMAN YOUNG: Thank
2 you. Good morning. Who determines
3 who gets space in rec centers?

4 COMMISSIONER SLAWSON: It's
5 based on of course the size of the
6 rec center, the need and the number
7 of people we have staffed at the
8 rec center. That would be me,
9 Councilmember.

10 COUNCILMAN YOUNG: Okay. I
11 asked that question because I know
12 we had this conversation in the rec
13 center. In my District there's
14 what I like to call
15 non-recreational activities
16 occurring in spaces there that can
17 be utilized for recreational
18 activities where folks are using it
19 as office space of the like. And
20 for me, I just don't think that is
21 the highest and best use for
22 recreation center space here in our
23 city.

24 During the summer, I was
25 trying to visit a few rec centers

1 and I noticed that a lot of them
2 during the summer they aren't open
3 until 1 o'clock. So can you tell
4 us what the thinking is behind
5 that?

6 Some of the centers are
7 not -- and again, they don't know
8 I'm a Councilman, right. So I go,
9 knock on the door, I try to get in
10 and they're like, oh, we're not
11 open yet --

12 COMMISSIONER SLAWSON:
13 During the summer?

14 COUNCILMAN YOUNG: During
15 the summer, yeah. I went to a few
16 rec centers and they do not open
17 the doors, unlock the doors until
18 1:00 p.m.

19 COMMISSIONER SLAWSON:
20 Well, those are our hours during
21 September through May, June. We
22 could have a -- AnnMarie's coming
23 up, but the facilities during the
24 summer where we run our summer
25 programs are usually open before

1 1:00.

2 But go ahead, AnneMarie.

3 MS. DUNN: In the instances

4 where you possibly came across rec

5 centers, it could be that the camp

6 was on a trip or they've went to

7 another rec center that has a pool

8 for swimming. But all the rec

9 centers during the summer are

10 operating anywhere from 8:00 a.m.

11 to 9:00 p.m.

12 COUNCILMAN YOUNG: I'm

13 going to be specific. I was at MLK

14 Rec Center that has a pool, that

15 has camps, that have all these

16 other things in place. And when I

17 go there, they allowed some folks

18 to be practicing in the gym, a few

19 basketball players were in the gym

20 doing workouts. But the facility

21 itself was not open until

22 1 o'clock. And I literally had to

23 wait because I didn't tell the guy

24 I'm a Councilman. I literally had

25 to wait until 1 o'clock until he

1 came back and unlocked the door to
2 let me in.

3 So these are things that
4 I've experienced at other rec
5 centers too during the summertime.
6 So I think that needs to probably
7 be a little bit more better
8 communicated to some of the folks
9 that are there, that the summer
10 hours are a little different.

11 Is it possible to have
12 hours of operation posted at every
13 rec center so the public can know
14 when the rec center is available to
15 them?

16 MS. DUNN: Absolutely.

17 COUNCILWOMAN BASS: Point
18 of information. To my colleague,
19 in 20, I want to say, 2018 we
20 actually passed a bill, this body,
21 that required that hours be posted.
22 And so, most of them are posted
23 because we went around and checked.
24 So most of them have been posted
25 since then. But if there are ones

1 in your District that haven't been
2 posted we want to know. That's a
3 bill that our office passed in
4 response to folks not having an
5 idea as to what the actual
6 operating hours were.

7 COMMISSIONER SLAWSON: Thank
8 you, Councilmember. And if you
9 could later after this identify
10 those facilities that you're
11 talking about, I would appreciate
12 it. And we can ensure that if the
13 signs aren't posted, we'll make
14 sure that they're posted.

15 COUNCILMAN YOUNG: Thank
16 you. And one more question
17 regarding safety at rec centers.
18 Are there police officers who are
19 assigned regularly to patrol rec
20 centers? Is there a log-in at some
21 of the rec centers in our
22 communities where police will come
23 in, sign a log, let them know they
24 were there as a part of their
25 normal patrol?

1 COMMISSIONER SLAWSON:

2 There are supposed to be logs and
3 police do come. I will say I spoke
4 with Deputy Commissioner Cram and
5 they're coming up with a new
6 technological piece that they can
7 come by and actually as opposed
8 to -- and it also helps them make
9 sure that the officers are stopping
10 at the centers where they can
11 actually scan, and they'll have
12 that piece of equipment, as a
13 police officer, you know that
14 they've been by. You know that
15 they're coming by. The logs,
16 sometimes they're there. Sometimes
17 they're signing, they're missing.
18 It depends on what's going on and
19 the activity that's happening in
20 the city that frees them up to come
21 by and sign a log.

22 But the answer to your
23 question is yes. Do I know how
24 often they're coming, no. But I do
25 know that they're coming to our

1 facilities.

2 COUNCILMAN YOUNG: Okay.

3 Thank you, Mr. Chair.

4 COUNCILMAN PHILLIPS: Okay.

5 The Chair recognizes Councilmember

6 Rue Landau.

7 However, before

8 Councilmember Landau speaks I just

9 want to say thank you so much for

10 your work around this issue,

11 Commissioner Slawson, your energy.

12 If you wanted to further comment on

13 anything around public safety when

14 it comes to our rec leaders that

15 could be helpful because those

16 questions are going to come up

17 probably in the next coming panels.

18 So I just want to see if you want

19 to comment on that.

20 Any additional thoughts on

21 that before the panelists are able

22 to come up, because there's been

23 notes that rec leaders have had to

24 fight battles, per se, with youth

25 and adults. And there's been crime

1 that's coming in so is there a plan
2 that you have in place that you all
3 can potentially share at this
4 moment?

5 COMMISSIONER SLAWSON: I
6 don't have anything I can share,
7 but what I can say to you is that
8 I've been meeting with the
9 Philadelphia police leadership to
10 come up with -- and that's how I
11 know about this particular
12 opportunity that the police will
13 have to scan to make sure that
14 they're coming by our facilities,
15 that I've been meeting with the
16 leadership of the Philadelphia
17 Police Department so we can work
18 together to ensure to provide as
19 much safety as possible.

20 One of the things that
21 happened this summer, and I will
22 say even prior to me being here,
23 Parks & Recreation had a really
24 good relationship with the police
25 department. But I've been pushing

1 a little harder, and this summer we
2 had a full blown-out meeting where
3 every captain of every police
4 district, every inspector and my
5 rec leaders we met at the
6 Horticulture Center to sit down and
7 to plan out what can we do to work
8 during the summer because usually
9 that's where we get a lot of our
10 challenges with crime.

11 And they came up with
12 making sure of course you had that
13 personal phone number of the
14 captain. So if you need something
15 and it's an emergency, you're not
16 just dialing 911, you're reaching
17 out to the captain. We had the
18 inspectors there as well, but they
19 broke up into groups. The captain
20 sat with the leader of that
21 particular district and they came
22 up with plans.

23 And this summer we had a
24 number of police out at our rec
25 facilities really running movie

1 nights, playing basketball with our
2 kids. We didn't make a big deal
3 about this, but we knew that we
4 needed to make sure we had -- and
5 it's also about building
6 relationship. We're trying to
7 build relationship in our
8 communities because community
9 policing is what's going to make
10 the difference in our facilities.
11 And so, we are developing a
12 plan with the police department on
13 how we can continue to build on
14 what's already happening and
15 identify other safety measures
16 because we recognize that there are
17 safety challenges. We're not
18 trying to run from that because it
19 is about not just keeping the young
20 people and the adults in our
21 facilities safe. We have to think
22 about our staff.
23 It is critical that they
24 are protected as well. So I'm
25 excited that we're here today to

1 talk about the safety issue. We're
2 really pushing -- I'll say that
3 Marissa works extremely hard with
4 her HR team to try to get these
5 positions filled. It is
6 challenging, but it doesn't stop us
7 from working hard to fill these
8 numbers.

9 COUNCILMAN PHILLIPS: Thank
10 you, Commissioner Slawson.

11 Now, I'm going to recognize
12 Councilmember Landau and then
13 Councilmember Bass right after
14 that.

15 COUNCILWOMAN LANDAU: Just
16 real quick to follow up. I
17 appreciate so much the thought of
18 having the rec leaders, having the
19 police captains' direct cell phone
20 number. But I just want to
21 emphasize how much, and I know you
22 know this, that the relationships
23 are not just one-offs. They have
24 to continue and be built. So
25 whether or not that is monthly

1 meetings with the captain and the
2 staff to figure out how's it going,
3 what do you need or something like
4 that, it just has to be ongoing
5 relationships, not a one-off phone
6 call when there's a crisis.

7 And then the second thing,
8 I just wanted to go back to this
9 concept of a strategic plan to just
10 ask what are your top three
11 priorities or obstacles, but
12 priorities for the rec centers and
13 how do we think we can go about
14 achieving them and also does your
15 current budget facilitate that,
16 does it support the changes that
17 you want to make? And if not, how
18 much do you think would be an
19 additional cost?

20 COMMISSIONER SLAWSON: And
21 I'm not being cheeky, but my three
22 main goals line up with the
23 Mayor's. Our facilities need to be
24 clean. Our facilities need to be
25 safe. And we're responsible for

1 10,000 acres, so we have to be
2 mindful of the green that's
3 happening here in this city. And
4 so, I've charged our Deputy
5 Commissioner of Operations to come
6 up with a plan because I mentioned
7 we react a lot to phone calls, to
8 emails.

9 We need a plan where we're
10 looking 3, 6, 9, 12 months out. So
11 we're working on a plan on how do
12 we manage to ensure that with the
13 support of the Councilmembers that
14 we are cleaning our facilities and
15 we're making the necessary
16 upgrades.

17 I have to commend
18 Councilmember Phillips because he's
19 been charging me to ensure that I'm
20 out on tours with him, and not just
21 his District but in every District.
22 Let's figure out how we, Parks &
23 Recreation, works with City Council
24 whether it's lighting, whether
25 they're, you know. Councilmember

1 Bass, how do we make sure we get
2 our best courts up to par. This is
3 done in tandem with City Council.
4 None of this can be done by just
5 Parks & Recreation.

6 We have a great team of
7 people that are working, operations
8 in our facilities. But the work is
9 done collab -- when you say
10 community, this is community right
11 here for me. In order for me to
12 get the work done to make sure
13 they're clean, to make sure they're
14 safe, to make sure that facilities
15 that are 100 years old, there's
16 funding available to make those
17 necessary upgrades, because what we
18 tell the community based on what
19 they see is how much we value them.

20 So we're working with
21 Councilmembers, and I appreciate
22 this opportunity because everyone
23 sitting here has been working with
24 me since I've been back. I've been
25 asking for different funds. And

1 every time I ask I get it because
2 I'm asking to make sure that our
3 community members walk into
4 facilities that are clean, green,
5 that we're beautifying them. So
6 I'm going to continue to ask.
7 We're going to stay in tandem with
8 what the Mayor has on her charge
9 for us, clean, green and safe.

10 COUNCILMAN PHILLIPS: Thank
11 you, Councilmember Landau.

12 And I just want to add
13 before we go to Vice-Chair Bass
14 that it is true that we've been
15 going on these tours together. And
16 we found many different things that
17 would help us bring all of our rec
18 centers up to the 21st century.
19 Great things happen in our rec
20 centers, things that have improved.
21 And by I think the third tour,
22 second tour, I said it was first
23 for me to work with that District
24 Councilmember to really understand
25 the needs of the area and try to

1 come together with the rest of the
2 members of Council to figure things
3 out for it.

4 And by the third one I
5 said, you know what, we're going to
6 open up these tours because it's an
7 educational experience for me as
8 the Chair, but I said we want to
9 now begin to have all of City
10 Council come out and visit some of
11 these centers too, especially our
12 Committee members, so that by
13 budget season we can have a real
14 collective agenda on what we need
15 for our centers.

16 So just be on the lookout,
17 Committee and the rest of the
18 Councilmembers, that we should be
19 doing these tours in conjunction
20 together to see what -- because
21 some of these questions actually
22 I've gotten firsthand understanding
23 them by doing the tours. So we got
24 at least eight more to go. All
25 right. So thank you.

1 The Chair now recognizes
2 Vice-Chair Bass.
3 COUNCILWOMAN BASS: Thank
4 you. Thank you, Mr. Chairman.
5 Good morning.
6 (Good morning.)
7 COUNCILWOMAN BASS: So a
8 couple things I just want to follow
9 up on Councilman Phillips mention
10 of tours. A few years ago there
11 was an article in one of the local
12 papers that listed the best public
13 pools in the city of Philadelphia.
14 And so, as then Chair of Parks &
15 Recreation I said, well, what makes
16 them the best pools in the city of
17 Philadelphia, so we did a tour and
18 we learned a lot from just going
19 and visiting and touring.
20 And some pools had, you
21 know, I wouldn't say more amenities
22 than others -- well, actually maybe
23 a little bit more. But the simple
24 things like pool furniture, and I
25 know you and I talked about this

1 and we have started putting pool
2 furniture in more of our
3 neighborhood pools because the
4 concrete is so hot and it's really
5 not enjoyable if you have to either
6 be in the water or out and leave.
7 It's not really the same kind of
8 enjoyable experience. So I just
9 want to applaud my colleague on
10 doing those tours because I know
11 he'll learn a lot as I did and
12 very, very informative.

13 But I just wanted to say a
14 couple of things. I wanted to,
15 number one, thank you all for your
16 service, for what you do for our
17 city and for parks and recreation
18 in general, because I think that
19 there's a lot of frustration that
20 the community imparts upon you.

21 The frustration I think
22 comes from neglect that's not new,
23 not under your tenure, not under
24 the last three, four, five, six
25 commissioners' tenure. But this

1 has been decades long that the
2 investment has not been made, the
3 basic maintenance has not been made
4 and really our centers deserve
5 better. Our communities deserve
6 better. Our workers deserve better
7 when they go in. And like you
8 said, you can't even get some
9 people to go. They're like
10 unh-unh, no, I'll keep a lower pay
11 because I don't want to go to that
12 neighborhood. That says a lot
13 right there.

14 And I think that when we
15 did that soda tax there was the
16 expectation that things were going
17 to change immediately overnight,
18 and there has been some change and
19 there has been, you know, we are
20 moving to make some changes that
21 wouldn't have been made otherwise.
22 But I think the expectation was
23 that it was going to be a much
24 larger scale level of investment
25 that the Administration was making.

1 So we're still working through all
2 of that.

3 I wanted to just also
4 mention, Commissioner, if you could
5 talk a little bit just going back
6 to safety. So as a former
7 Philadelphia Police Department
8 official and also formerly with PAL
9 and the work that our office did to
10 weave in cameras, which Councilman
11 Jones had to remind me that I
12 pushed to make sure that every rec
13 center in the city of Philadelphia
14 now had cameras. This was in -- I
15 see somebody shaking their head
16 saying no, but this was some time
17 ago. And I'm wondering if you can
18 give us an update on exactly where
19 that is?

20 COMMISSIONER SLAWSON: I
21 don't have those numbers,
22 Councilmember Bass, but I can get
23 you those numbers. I'm not sure --
24 yeah, Frank's not here. If Frank
25 was here, I'd be able to give you

1 the exact numbers. I do know that
2 you started this when I was here
3 the first time --

4 COUNCILWOMAN BASS: Okay.

5 COMMISSIONER SLAWSON: --

6 to ensure that we had cameras. And
7 I will say that the cameras make a
8 huge difference when people
9 recognize that there are cameras.
10 And even if an incident happens,
11 we're able to go back and the
12 police are able to go back if
13 there's a crime committed, if you
14 don't catch that person right then
15 and there but because we have the
16 cameras, we have the opportunity to
17 go back and investigate and
18 identify whoever that perpetrator
19 may be. But I will get you the
20 numbers of how many facilities have
21 cameras.

22 COUNCILWOMAN BASS: Thank
23 you. That would be great. I know
24 that when we first started out
25 before we got our camera program on

1 board, I think there was something
2 like 16 cameras in the entire Parks
3 & Recreation network and now
4 there's well over 1,000. So I know
5 that we've made significant
6 progress but we want to make sure
7 everybody's done. So we're looking
8 forward to getting that
9 information.

10 COMMISSIONER SLAWSON:

11 Okay. Thank you.

12 COUNCILWOMAN BASS: Thank
13 you, Mr. Chair.

14 COUNCILMAN JONES: Real
15 quick, Mr. Chair.

16 COUNCILMAN PHILLIPS: The
17 Chair recognizes Councilmember
18 Curtis Jones.

19 COUNCILMAN JONES: Thank
20 you. This is totally off topic and
21 I don't want an answer right away.
22 But in light of global warming, you
23 mentioned -- how many acres are you
24 responsible for?

25 COMMISSIONER SLAWSON: Over

1 10,000.

2 COUNCILMAN JONES: So do

3 not answer it now. Has there ever

4 been a fire in our park system?

5 And is there a plan that if it

6 was -- in light of all that's going

7 on, on the West Coast, I just don't

8 know if it ever was. And then in

9 light of global warming and some of

10 the other brush being drier, what

11 will we do in that case?

12 So do not answer. But when

13 you come back for budget, I'm going

14 to raise --

15 COMMISSIONER SLAWSON: Be

16 prepared?

17 COUNCILMAN JONES: Yes,

18 please.

19 COMMISSIONER SLAWSON:

20 Thank you.

21 COUNCILMAN JONES: Thank

22 you, Mr. Chair.

23 COUNCILMAN PHILLIPS: The

24 Chair recognizes Councilmember

25 Jeffrey Young, Jr.

1 COUNCILMAN YOUNG: Thank
2 you.

3 Just one more question:
4 It's 2700 volunteers throughout the
5 entire system. Is there an effort
6 to recruit those volunteers to
7 become actual employees of Parks &
8 Rec to fill some of these gaps that
9 are there?

10 MS. DUNN: Yes. People
11 that are in our centers are the
12 first people that we look to become
13 employees. So we're always
14 constantly asking for anyone that
15 is coaching a team or volunteering
16 with the youth that, hey, there's
17 employment, would you be
18 interested. So they're our first
19 go-to people.

20 COUNCILMAN YOUNG: Are
21 there any barriers for those
22 volunteers to actually become
23 employees of the Department of
24 Parks & Rec?

25 COMMISSIONER SLAWSON: When

1 you say barriers what do you mean,
2 sir?

3 COUNCILMAN YOUNG: For
4 example, I know some positions
5 require degrees. Is that a barrier
6 or what --

7 COMMISSIONER SLAWSON:
8 Marissa's going to come back
9 because we've made some changes in
10 our specs intentionally so we could
11 remove some of those barriers.

12 MS. WASHINGTON: Thank you.
13 So one of the things I did want to
14 mention with our 2700 volunteers,
15 we hire close to 2,000 seasonals
16 throughout the year from our
17 aquatic staff to afterschool to
18 summer camp and then helping out
19 with other programs. So we have
20 decreased some of the
21 qualifications for our full-time
22 positions.

23 But one of the things,
24 since our department works directly
25 with youth, folks have to pass

1 background clearances. So
2 sometimes we have folks that may be
3 qualified but if they can't pass
4 the clearance, they can't be hired
5 with Parks & Recreation. And
6 that's part of the child protective
7 service laws aka the Sandusky
8 ruling. That was a few years ago,
9 so that is an obstacle that some of
10 our community members may face.

11 We do work with the Law
12 Department to try to get some
13 exceptions within reason. Over the
14 years they have adjusted some of
15 the child protective service laws
16 where if it's kind of like a five-
17 year threshold for some things but
18 certain things like whether it's a
19 drug offense or an assault can
20 prevent you from working in our
21 department.

22 And when that ruling came
23 down I don't know how many years
24 ago, we knew that it would impact a
25 lot of good quality candidates.

1 But at the end of the day, we have
2 to follow the law and the law says
3 that folks have to pass these
4 clearances. So it's a child abuse
5 clearance, criminal record check
6 and then an FBI clearance. So we
7 require all three of those for any
8 of our seasonals and our permanent
9 staff. And I will say in some
10 regards that is an obstacle. But
11 when you think about educational,
12 qualifications or experience we are
13 reducing those and trying to open
14 up the pathway for folks within the
15 community to get full-time
16 employment.

17 COUNCILMAN PHILLIPS: So I
18 want to say thank you -- are any
19 other further questions?

20 (No response.)

21 COUNCILMAN PHILLIPS: I
22 just want to say thank you for your
23 testimony. Before we move to our
24 next panel, I also want to add that
25 we're doing these conversations now

1 so that we can be able to have a
2 better budget experience in the
3 future, right.

4 So we can be able to have
5 not most of our questions but all
6 of our questions answered and also
7 all be on the same page, so I think
8 this is going to be really helpful.

9 One of the things that -- and this
10 is why the radar kicked in about us
11 bringing all the Council together
12 for these tours because they are
13 enlightening, as Vice-Chair Bass
14 has also cited, that I noticed at
15 every rec center that the lights
16 are lower than expected.

17 I just thought it was like
18 some rec centers in my area, but
19 literally for every rec center we
20 don't have the bright LED lighting,
21 and that helps not only I think
22 with how we visualize when kids and
23 families come in but also for our
24 staff who have to be there all the
25 time when it's these dark spaces.

1 So that is something that
2 I'm hoping our Committee as well as
3 the rest of the Council can now
4 work on with you to make a better
5 experience for our Parks & Rec
6 staff as well as those who visit
7 the rec center.

8 In addition to that, I just
9 want to say thank you. There's
10 other things that are going to come
11 up today around -- people are going
12 to probably cite resources that
13 they need and they're going to cite
14 of course the public safety issues.
15 I think they're going to cite a
16 couple other concerns around
17 seasonal workers and so forth. And
18 so, I just wanted to see if you had
19 anything to say before we move on
20 to our next panel on any of those
21 topics. If not, we will proceed.

22 MS. WASHINGTON: I will say
23 with regard to our seasonal workers
24 one of the things that we have done
25 over the last couple of years is

1 increase or extend the time that
2 our seasonal workers would work.
3 So usually say if we had 400 camp
4 counselors, we would extend some of
5 those to help support with making
6 sure we have two folks at a
7 facility, understanding that our
8 vacancy rate is high especially on
9 the program side.

10 So one of the things if you
11 look at some of our budgets or
12 you'll probably see in this next
13 budget hearing that we tend to go
14 over our seasonal budget, but it's
15 offset by the underspending and our
16 full-time positions. So one of the
17 things that we have done
18 recognizing that we need to keep
19 our facilities open, we want to
20 keep staff safe, so we extend our
21 seasonals and we've done it every
22 year for the last two or three
23 years.

24 We do an assessment as we
25 get to September to make sure that

1 the folks that are requesting the
2 seasonals to be extended, that it
3 is a reasonable request and we make
4 every accommodation to do that
5 making sure that Finance and Budget
6 know that that particular line item
7 we're going to go over budget, and
8 we've gone over budget for our
9 seasonals the last couple of years.
10 But again, it doesn't take us over
11 our overall budget.

12 One of the things that we
13 will do by the time we get to
14 December is do an assessment of the
15 seasonal workers that we have kept
16 on because we do anticipate filling
17 rec leader training positions and
18 assistant recreation leader
19 positions that we've not filled
20 those positions in five years. So
21 hopefully, if everything works and
22 if we can get another 50 to 60
23 permanent folks on, then we'll kind
24 of do another assessment at the
25 beginning of the year. But this is

1 a routine that we do every year
2 with our seasonal staff to help
3 support us with our programs and
4 even in our operations.

5 COUNCILMAN PHILLIPS: Thank
6 you. All right. Thank you for
7 your testimony.

8 We will now proceed to our
9 next panel. Clerk, will you please
10 call the second panel we have to
11 testify on Bill No. 240392.

12 THE CLERK: Panel No. 2,
13 Local 2187 members Jesse Jordan,
14 Local 2187 Union Agent; Gregory
15 Hartling, Youth Engagement and
16 Equitable Distribution, Local 2187
17 Executive Board member; John
18 Gaynor, Security and Equity and
19 Funding, Local 2187 Steward and
20 Recreation Leader 1; and Kelly
21 Fassano, Mental Health and Well-
22 being, Local 2187 Steward and
23 Recreation Leader 1.

24 COUNCILMAN PHILLIPS: Thank
25 you. Please approach the witness

1 table.

2 (Witnesses approached

3 Witness table.)

4 COUNCILMAN PHILLIPS: Good

5 morning.

6 MR. JORDAN: Good morning.

7 COUNCILMAN PHILLIPS: Can

8 you please state your name for the

9 record and proceed with your

10 testimony.

11 MR. JORDAN: Thank you. My

12 name is Jesse Jordan, Union Agent

13 for Local 2187.

14 MR. BESSLER: My name is

15 Brett Bessler. I'm the Vice-

16 president and Business Agent for

17 AFSCME District Council 47 Local

18 2186.

19 MR. JORDAN: We just had a

20 question of time. Are we still

21 ending at 12 o'clock or will this

22 be extended?

23 COUNCILMAN PHILLIPS: We're

24 going to be extended.

25 MR. JORDAN: Okay.

1 Perfect. Thank you.

2 COUNCILMAN PHILLIPS: We'll
3 stay close to it though. Thank
4 you.

5 MR. JORDAN: Okay. I would
6 like to give an introduction to our
7 panel, to the Committee. Good
8 morning, Councilmembers. My name
9 is Jesse Jordan representing Local
10 2187 and we are joined by Local
11 2186 of District Council 47.

12 I want to express our
13 deepest appreciation for your
14 continued commitment of working
15 with us whether through budget
16 hearings, committee engagements and
17 one-on-one discussion. Today we
18 are gathered to address the
19 critical need of the Parks &
20 Recreation Department needs, that
21 if met, we will significantly
22 enhance the quality of life in our
23 communities.

24 In our rapidly-evolving
25 society, the urgency of now cannot

1 be overstated. Community well-
2 being and safety must be
3 prioritized which is why we are
4 here advocating for the expansion
5 of staff. Composition to include
6 social workers, recreational
7 therapists, municipal
8 guards/maintenance workers. This
9 expansion addresses more than just
10 safety. It touches on onboarding
11 new staff, mental and physical
12 health and the equity distribution
13 of resources, all of which are
14 vital to a thriving community.

15 Today you will hear
16 testimony from our members
17 concerning the challenges they face
18 daily ranging from delays in hiring
19 and onboarding of new staff and
20 critical needs for mental health,
21 physical health support.

22 Their firsthand experiences
23 will illustrate the real impact of
24 these issues on our communities and
25 highlight the urgent need for

1 change. A streamlined and
2 effective onboarding process is
3 essential for us to build a
4 department we envision.
5 Unfortunately, delays in
6 interviewing and hiring have been a
7 present issue preventing us from
8 fulfilling positions that are
9 already funded out and approved.

10 By expediting these
11 processes, we can ensure that we
12 quickly bring new qualified staff
13 on board who are ready to work in
14 the communities. They will not
15 only bolster the workforce but also
16 provide opportunities for residents
17 to contribute directly in their
18 neighborhoods they live.

19 MR. BESSLER: I'm going to
20 go last so I'm going to ask Jamille
21 Mitchell to go next.

22 COUNCILMAN PHILLIPS: Thank
23 you so much for coming to the
24 witness table. Can you please
25 state your name for the record and

1 proceed with your testimony.

2 MS. MITCHELL: Thank you.

3 Good afternoon. My name is Jamille

4 Mitchell. I'm a former Recreation

5 Leader 3 with Philadelphia Parks &

6 Rec. I'm currently the Workplace

7 Violence Prevention Coordinator for

8 D.C. 47. I'm also a 2186 staff

9 rep. Sorry, you got to say it if

10 even you're nervous, right.

11 COUNCILMAN PHILLIPS: Don't

12 be.

13 MS. MITCHELL: So little do

14 most people know I actually started

15 off as an RSI, partially a

16 caretaker at a recreation center

17 around 2011 so I kind of helped out

18 with maintenance, end up doing

19 programming, helped with summer

20 camp, found out about the Leader 1

21 training position, took the test

22 and just kept moving up in

23 Philadelphia Parks & Recreation.

24 And anyone knows that I

25 love my job. I loved working with

1 the community, stakeholders,
2 different partnerships and I loved
3 running programs. Anyone who knows
4 me knows I've been a troop leader
5 since my time at Martin Luther King
6 Rec Center. But it is my passion
7 that even got me to come and work
8 for the Union because I did notice
9 that there are some issues within
10 our recreation centers and I wanted
11 to kind of assist in bringing light
12 through my work with the Union.

13 Always thought of one of
14 the greatest ways our city can show
15 its love for its citizens is in the
16 way it cares for its employees and
17 its public spaces. When the public
18 enters recreation centers and
19 parks, they should see a reflection
20 of that, right. And many of us try
21 as caretakers, as rec leaders, we
22 try very hard to make it that
23 space, but often times we lack what
24 we need to do so.

25 And like I said, I started

1 off almost as a caretaker so I
2 understand. And when I started at
3 my first rec center, there was
4 always funding. I was even able to
5 be hired on to work outside of my
6 RSI time.

7 When I started as a
8 trainee, it was quite the
9 transition at my rec center in
10 Germantown. They had very limited
11 resources and staffing. Often
12 times I was the only staff person
13 in the building. And I thank God
14 for the community because they do
15 assist sometimes with snacks and
16 water, often times sitting with me
17 until closing to make sure I got to
18 my car safe and was able to drive
19 off. So there is a lot of
20 community engagement and
21 relationships.

22 I've also had different
23 relationships when it comes to the
24 Philadelphia Police Department.
25 I've had some rec centers where

1 they came often, they engaged with
2 the community and the children.
3 Some I end up going to the police
4 station numerous times to try to
5 get my log signed. I've even
6 walked up to police cars and said,
7 can you guys just like come in,
8 sign the log book. So there's a
9 lot of work that we do as rec
10 leaders. But it becomes a point
11 where we almost burn out because
12 we're trying to take so many extra
13 steps to bring those things into
14 our centers.

15 Sorry. I try not to get
16 emotional, but today in the
17 testimony you will hear from many
18 of my beloved colleagues who are
19 boots on the ground, who do the
20 work every day full heartily and I
21 commend them. You will hear the
22 different things that we go through
23 in the day-to-day with less but
24 still with passion and compassion.

25 I will give this other

1 little secret that I've done.
2 Whenever I have gone to a rec
3 center, if I've been transferred or
4 hired at a new spot, I go at night
5 just to see what I'm going to in
6 the morning. And as it was already
7 stated, the lighting sometimes is
8 very poor, it's scary and it makes
9 you wonder about how the kids feel
10 coming in and out of these centers,
11 how the parents feel coming in and
12 out of these centers. Some have
13 cameras. Some don't.
14 I have been in predicaments
15 where I make sure I'm within the
16 camera so if anything goes awry
17 there's a recording of whatever is
18 going on. These are the things
19 that rec leaders think about in
20 their day-to-day which is scary.
21 No one should ever come into a
22 building fearful or walk away
23 fearful for themselves or for their
24 children.
25 One more thing about

1 staffing. When I was at one of my
2 rec centers, I had a Girl Scout
3 program. Outside a young man was
4 getting jumped. He banged on the
5 door, he came in, he was bloody.

6 When my parents saw that
7 young man, I lost my troop that
8 day. So it just speaks volumes of
9 we love the work, we're trying to
10 get the supports but we need so
11 much support and having bodies on
12 the ground, people there engaged
13 and helping it makes a great
14 difference, but also we need
15 lighting, we need cameras and we
16 need to be educated more and
17 engaged more with workplace
18 violence.

19 So I will hand it over to
20 my esteemed colleague, Mr. Greg
21 Hartling.

22 MR. HARTLING: Good
23 morning. My name is Greg Hartling.
24 I'm the current facility supervisor
25 at Sturgis Playground and I am also

1 on the Executive Board with the
2 Union. My testimony today would be
3 involvement, the success, the
4 recruitment and the equity, what we
5 need in Parks & Rec.

6 The follow-up Councilman
7 Jones was talking about, I was one
8 of those youth coaches. I started
9 out at Olney Recreation Center as a
10 football coach, basketball,
11 baseball and track. I did that for
12 25 years before I even came into
13 Parks & Rec.

14 I'm a rec kid. I grew up
15 Belfield Recreation and Wister
16 Playground. And when I became a
17 responsible adult, I wanted to show
18 the kids, love the sport, but then
19 it turned into more of a mentorship
20 and working with kids and
21 encouraging them because you don't
22 know what type of homes that they
23 come from. So I had two-and-a-half
24 hours every day to kind of
25 encourage them.

1 And I firsthand saw the
2 success of the young people that
3 didn't go on to play sports but
4 they went to college and they
5 carried a 3.9 grade point average.
6 They were proud when we asked to
7 see their report cards, and this is
8 what the community did as coaches,
9 let me see your -- they couldn't
10 wait.

11 And on that, I was
12 recruited into Parks & Rec by a
13 former rec leader at Olney. He
14 knew I retired from the Post
15 Office. I was bored, and I was up
16 there every day. And I became an
17 ARL, which is a system recreation
18 leader and I was part-time.

19 I worked 18 hours my first
20 week. That was perfect. The next
21 thing I knew I'm working full-time.
22 I'm working 35 hours a week and I
23 loved it. And I happened to come
24 in full-time now because my wife
25 had wanted to retire and I said,

1 hold on, let me go in full-time and
2 things like that.

3 So then former
4 administration, I guess they seen
5 my talents and recruited me to take
6 more of a leadership, so my first
7 recreation center or playground
8 that I got to run as a facility
9 supervisor, I followed this lady,
10 was Wister Playground so I had big
11 shoes to fill, and I enjoyed it.

12 So now with that I started
13 to recruit the young people that I
14 knew that was going off to school
15 and things like that. There was
16 one young man that I knew since he
17 was 4. When he graduated from
18 Lincoln University of Pennsylvania,
19 I personally recruited him to come
20 and work in Parks & Rec. The
21 problem, OHR was a little bit slow
22 and the School District snatched
23 him up --

24 COUNCILMAN PHILLIPS: I
25 don't want to cut you off, but we

1 wanted to learn more about the
2 concerns of the rec centers and so
3 forth that you want to test --
4 like, she was giving some notes on
5 the topic.

6 MR. HARTLING: Yeah.

7 COUNCILMAN PHILLIPS: I was
8 getting your biography. That's
9 all.

10 MR. HARTLING: Well, okay.

11 COUNCILMAN PHILLIPS: All
12 right. Proceed.

13 MR. HARTLING: That was one
14 of the staffing issues. We go out
15 and we recruit and sometimes we
16 lose the person, but he is seasonal
17 because he comes in and runs our
18 reading enhancement program. And
19 the whole situation with the
20 staffing, it's kind of hard for us
21 to keep people in pool because they
22 go on to find permanent jobs and
23 things like that.

24 There's another young man
25 that I had to just let go. He

1 started in our summer camp. He
2 became a summer worker and I got to
3 hire him as an RSI for the summer,
4 and I was trying to get him
5 extended but we had to cut, so I
6 had to let him go. And he's
7 currently a student at Temple. I
8 try to recruit the younger folks
9 because I'm a little bit long in
10 the tooth now and there's more of a
11 relationship with the younger
12 workers that we try to recruit. So
13 if we can fix this, we can help fix
14 some of the problems that we deal
15 with. Thank you.

16 COUNCILMAN PHILLIPS: Thank
17 you so much for your testimony.

18 And then there's two -- is
19 there anyone else? Clerk, is there
20 any others on this panel?

21 THE CLERK: Yes, those are
22 the other members.

23 MR. GAYNOR: Thank you.
24 Good morning, Councilmembers. I
25 appreciate you having this here.

1 Clearly you are the people that
2 generally care about Parks & Rec,
3 and I know as a group that you by
4 and large do.

5 My name is John P. Gaynor.
6 I'm a Recreation Leader 1 stationed
7 at James J. Ramp Playground in the
8 Northeast section of Philadelphia.
9 Like almost all my coworkers you're
10 going to hear from today, I'm a
11 lifelong multi-generational
12 Philadelphia resident who grew up
13 in our recreation centers and I'm
14 proud and humbled to speak on their
15 behalf as well as my fellow
16 citizens who currently staff our
17 sites every day.

18 You will hear about many
19 topics from my colleagues today.
20 I'm tasked with touching on two
21 that are at the forefront not only
22 of my department but of all City
23 departments, staffing and safety.
24 I am proud to say that City Council
25 has by and large always been a

1 fervent supporter of Parks &
2 Recreation. This fact is evident
3 by the money you, yourselves, have
4 appropriated to our department over
5 the years.

6 In fact, right now we have
7 large sums of money that is going
8 largely unused by this body
9 allocated for Parks & Rec for
10 hiring. Included in the
11 information you'll receive today is
12 a chart that shows the amount of
13 money that Council's appropriated
14 for Parks & Rec contrasted with the
15 amount of vacancies we currently
16 have in our staffing. Simply to
17 put our minds is unacceptable.

18 Running a good rec center
19 starts with being available. If
20 rec centers are not open, not
21 offering programs, we cannot blame
22 the children of our city for going
23 elsewhere. Adequate staffing is of
24 the utmost importance for ensuring
25 that our rec centers remain a

1 consistent, available and safe
2 resource for all of our citizens.
3 Time and time again our
4 supervisors and managers are left
5 trying to piece together a staff
6 with the limited number of
7 employees they have at their
8 disposal. For a City department of
9 our size it just needs to be
10 better. Our current hiring process
11 has not just become inefficient.
12 It has become a detriment to our
13 city in general.
14 We are not only
15 understaffed, but we are losing
16 many viable, enthusiastic and young
17 candidates year after year because
18 of the major flaws in our hiring
19 process, which is what Greg just
20 discussed. A lot of our kids get
21 into the program and then while
22 they're in the program, the process
23 getting hired they get scooped up
24 by somebody else, they get hired
25 fast and then they're gone.

1 Again, the money is there
2 currently for hiring that you
3 approved. We can always use more
4 money, because as our Deputy
5 Commissioners said, a lot of times
6 we go over in the summer and then
7 we try to scale back in the winter
8 time, and that could be certain
9 issues as Councilmember Young said
10 before when you show up at a site,
11 usually it's not just because
12 people aren't around, it's because
13 their shift starts later and
14 there's no one there to stay
15 earlier in the day.

16 The second issue I wanted
17 to touch on is safety. It is an
18 issue that also goes hand-in-hand
19 with staffing. Our rec workers are
20 under no illusion that the job they
21 do is without risk in the city.
22 That being said, we work at
23 playgrounds and gyms and dance
24 halls and performing arts centers.
25 These are places that should be

1 some of the safest in the city and
2 take priority. Instead sadly, rec
3 centers can be some of the most
4 unsafe for our City young people.
5 I work at a rec center that
6 still does not have cameras. I was
7 told this was a priority for years.
8 It gets mentioned at every district
9 meeting, please let us know of any
10 camera problems, not having them is
11 a big one. Then we were told that
12 they can only be installed during a
13 total rebuild, which again is
14 great. We want our site to be
15 rebuilt too, but we feel that
16 there's little things that can be
17 done to edge. If you just need
18 cameras, just put in the cameras.
19 And I'm told time and time again I
20 can't get cameras, you're on the
21 Rebuild list. It has to be a total
22 rebuild.
23 Then we were told -- every
24 time a police officer stops by,
25 which is as frequent as they can, I

1 am told that there's been rumblings
2 in the police department that maybe
3 we can have a camera system that is
4 set up specifically for Parks & Rec
5 that is oversaw by the entire
6 camera system that we have already,
7 just the regular system that
8 oversees everything. Why isn't
9 there a direct line for just Parks
10 & Rec that you could access so when
11 you do call the captain, he can say
12 what's going on right now, he can
13 see it immediately opposed to --
14 that they can tap into.

15 Last year at my center I
16 had the misfortune of becoming
17 another rec leader who experienced
18 children being shot at our site. I
19 remind you I work in Northeast
20 Philadelphia across from a private
21 high school surrounded by a lot of
22 wooded area. There are no open air
23 drug markets and no gang activity.
24 Yet there I was facing the same
25 fate of so many of my colleagues,

1 children at my rec center shooting
2 each other. If this is happening
3 to me in the Far Northeast, imagine
4 what goes on elsewhere.

5 I feel for my colleagues
6 and coworkers in different
7 environments and you'll hear from
8 them today about the discrepancies
9 in different neighborhoods that are
10 facing recreation centers. It's
11 very important.

12 I will say I had
13 supervisors, one of whom is here,
14 who showed up quickly that night or
15 and others that made a call to
16 check on us and it was greatly
17 appreciated. A generic department-
18 wide email was sent offering
19 assistance if we reached out or
20 needed someone to talk to the next
21 day, as it was dozens of times that
22 year.

23 To reach out to someone we
24 don't know who we've never heard of
25 is very tough. We feel at the very

1 least there should be mental health
2 professionals and social workers
3 who can assist and visit sites
4 after warranted events. My
5 colleagues will touch on that also
6 briefly after me.

7 And after all this, I said
8 to myself this has to be it. We
9 will surely receive the cameras
10 we've been asking for and promised
11 at our department now. We didn't.
12 We still haven't. And to be clear,
13 cameras are not the only answer.
14 There isn't a cure for all of our
15 problems that we have in our city
16 today. None of our people are
17 claiming there is or claiming that
18 they know what the answer is.
19 We're just asking for some
20 commonsense assistance and
21 accountability from within our
22 department and from each other and
23 we feel that it is long overdue for
24 many years.
25 I'd like to finish by

1 saying my colleagues and I love
2 Philadelphia. We love living here,
3 we love working here, we love
4 raising our children here, we love
5 this department. This city has
6 become a place that is more likely
7 to be demonized by those who have
8 fled the city and many who have
9 never lived here at all. We know
10 better.

11 We know that our city is
12 not somewhere that only bad things
13 happen. We know that our city and
14 our city rec centers are
15 overwhelmingly great places that
16 create lifelong memories and bonds
17 for all of our citizens and
18 especially our young people. It is
19 why we as representatives of those
20 who staff our City centers demand
21 the opportunity to give us the best
22 chance to serve our fellow
23 Philadelphians.

24 We will not settle for
25 less. We also feel that many of

1 you sitting here today agree and we
2 are asking for your assistance in
3 that endeavor. Thank you all again
4 and thank you in advance for your
5 continued support of Parks &
6 Recreation.

7 MS. FASSANO: Good morning.
8 Good morning, members of the
9 Committee for Parks, Recreation and
10 Cultural Affairs. My name is Kelly
11 Fassano and I am Recreation Leader
12 1 for Philadelphia Parks &
13 Recreation at Jardel Recreation
14 Center. I was an ARL for nine
15 years. I became a recreation
16 leader trainee in June of 2023, so
17 a little over a year.

18 Thank you for allowing me
19 to speak today. I'm here as a
20 representative for the dedicated
21 staff of Philadelphia Parks &
22 Recreation. Individuals who are
23 committed to ensuring our parks and
24 facilities provide safe, positive
25 spaces for the community. But

1 today I want to talk about
2 something that deeply affects us
3 all, the mental health and well-
4 being of both our staff and the
5 community.

6 Working in Parks &
7 Recreation isn't just about
8 organizing programs and maintaining
9 facilities. It's about being on
10 the front lines of public service
11 often encountering traumatic and
12 high stress situations. My
13 colleagues and I have faced moments
14 no one could have anticipated,
15 moments that leave lasting
16 emotional scars.

17 For example, one day this
18 summer at our pool we had a young
19 girl nearly drown. The incident
20 left our staff shaken, but the
21 trauma support we needed didn't
22 arrive until weeks later long after
23 the moment had passed. While we
24 appreciate the leadership that did
25 check on us that night and in days

1 that followed, the next day we were
2 back on duty without any real
3 opportunity to process what we had
4 experienced.

5 This incident is far from
6 isolated. My colleagues have faced
7 incidents of shootings, suicides,
8 fights, threats and drownings at
9 their centers. And while some of
10 the leadership has shown up in
11 these moments offering their
12 support and concern, it often feels
13 like what we truly need, the right
14 kind of professional support, is
15 missing.

16 We don't just need check-
17 ins after the fact. We need
18 consistent access to mental health
19 professionals like social workers
20 and recreation therapists who can
21 be there when the trauma occurs.
22 Social workers could provide
23 immediate emotional support to both
24 staff and patrons helping us
25 navigate these difficult moments as

1 they happen.

2 Recreation therapists too
3 can help us foster an environment
4 where mental and emotional health
5 are a priority, not just in the
6 aftermath of a crisis, but
7 integrated into the programs we
8 offer every day. We are asking for
9 more than just another program. We
10 are asking for the support we need
11 to continue serving our community
12 with compassion and resilience.

13 These professionals would
14 help create a healthier, safer and
15 more supportive environment for
16 everyone. Fully staffing our
17 facilities with trained mental
18 health professionals is not just a
19 benefit. It's a necessity for
20 those of us who face these
21 challenges daily. This would allow
22 us to continue doing the work we
23 love while also taking care of
24 ourselves and the community we
25 serve.

1 By fully staffing our
2 facilities with social workers and
3 recreation therapists, we can
4 create a more resilient, supportive
5 environment for everyone. I urge
6 you to consider the impact this
7 support could have, not only in
8 preventing burnout and emotional
9 distress among staff but also in
10 fostering a stronger, more
11 resilient Philadelphia Parks &
12 Recreation. Thank you for your
13 time and consideration.

14 COUNCILMAN PHILLIPS: Thank
15 you for your testimony. Go ahead.
16 There's other testimony?

17 (Yes.)

18 MR. KURTZ: Hello,
19 everyone. My name is Eric Kurtz
20 and I'm a Recreation Leader 3 at
21 Mayfair Recreation Center. I am
22 also an Executive Board member of
23 District Council 47 and Local 2186.
24 I have been with PPR going on 16
25 years as a full-time permanent

1 employee, but I've been in the
2 system since I was a senior at
3 Father Judge High School.

4 I'm here today, like many
5 of my colleagues, to discuss
6 inadequate staffing and safety
7 within our department. We are
8 operating at high percentage
9 deficits at all of our staffing and
10 all of our division programming,
11 operations and skilled trades.

12 In programming we are
13 operating with some positions with
14 vacancy rates pushing 60 percent in
15 entry level positions. Not long
16 ago we would have eligibility lists
17 for these positions with close to
18 150 people on them. Now, we're
19 lucky to get a third of that.
20 We're also routinely asked to work
21 extended hours on weekend, but
22 without proper staffing we're
23 incapable of doing that. With more
24 staff we could easily be open seven
25 days a week, but now many

1 facilities can't be open past
2 6:00 p.m. due to inadequate
3 staffing.
4 When facilities aren't
5 properly staffed with the fullest,
6 it creates a dangerous environment.
7 With a full complement of
8 programming, it brings the people
9 into the center and helps keep
10 dangerous elements out. Regarding
11 safety in our playgrounds, we are
12 routinely the subject of gun
13 violence unfortunately. We
14 recently had a shooting at Gambrel
15 Playground becoming far too normal
16 in our system.
17 In many of our playgrounds
18 we are cleaning up after the
19 unhoused. I was assigned to
20 Scanlon Recreation Center for two
21 years and had to pick up needles
22 daily and many times discard of
23 human waste. One time we found
24 somebody who had unfortunately
25 passed due to an overdose.

1 Children walking to our
2 centers do not need to see these
3 things. Rec centers should be
4 places of happiness and exciting
5 places for children to go. If a
6 site is properly activated with
7 robust staffing, these facilities
8 can thrive and become safe spaces
9 we all want them to be.

10 With more recreation leader
11 trainees and leader 1s, more ARLs,
12 we could be expected to put out
13 more programming and make
14 facilities safer. With your help
15 we can make this happen and make
16 PPR run at its highest capacity.
17 Thank you for your time today and I
18 look forward to working with you
19 guys. Also, go Phils.

20 COUNCILMAN PHILLIPS: Thank
21 you so much.

22 MR. JORDAN: Oh, yes.
23 Thank you. I just have a few
24 comments and then Brett Bessler
25 will close out the panel, Panel 2.

1 All right. My name again is Jesse
2 Jordan. I'm from Local 2187. I
3 just wanted to touch base on how we
4 see the rec centers moving forward.
5 Philadelphia definitely has
6 changed.

7 As we all know,
8 Philadelphia is in the top 10 big
9 cities of poverty and deep poverty
10 rate. So we look at these rec
11 centers now going forward and the
12 challenges the city face. As a
13 beacon of hope, and that's why
14 really push for the social workers
15 and recreational therapists as
16 being part of this plan.

17 The social workers could be
18 in place and every rec center
19 doesn't need to have one. We could
20 have them float throughout the
21 district or we could do a pilot
22 program in a specific district of
23 need. But the social workers will
24 be on ground, part of the community
25 and they connect people with

1 services within the community to
2 prevent them from having -- just to
3 get a referral and it's no follow-
4 through or see who they connect
5 with. It's a point to lower
6 barriers for the people of our
7 communities our families, to lower
8 their barriers and just send them
9 our way with a token or a pass and
10 hopefully they show up.

11 Also, they could bring
12 programming into the different rec
13 centers as the community needs it.
14 I think that network and lowering
15 the threshold would be great. I
16 think that the other systems like
17 the Department of Human Services,
18 the juvenile justice system, the
19 police, they could be better
20 utilized in other areas. And as we
21 all know, when you get connected
22 with a system, it's easy to get in
23 and it's hard to get out at times.

24 And a lot of these
25 communities are people of color and

1 a lot of people of color systems
2 just don't seem to treat them
3 equally, so we would prefer this as
4 a less intrusive way of getting
5 people to the services they need
6 within their own community.

7 Recreational therapists, we
8 do advocate for those too. And I
9 will say that both of these
10 positions we're looking for civil
11 service jobs. We're not looking
12 for contractors because civil
13 service, as we know, you got to do
14 10 years of service to be vested,
15 so these people are looking for a
16 career.

17 Contractors as we all know
18 if someone's paying \$5 or \$10 more,
19 you're going to leave. And most
20 contractors aren't invested into
21 the agency because they're at will.
22 So the therapists can also touch on
23 that community, the people, our
24 families within the community that
25 kind of go unseen and not advocated

1 for.

2 A lot of our special needs
3 individuals can definitely take
4 advantage of recreational
5 therapists to come up with a plan
6 for them, utilization, outings. I
7 think that will be a big part
8 because a lot of those members
9 suffer, a lot of those family
10 members, our family because all the
11 citizens of Philadelphia is our
12 family, they suffer in silence.
13 There's a lot of mental health that
14 goes along with that also.

15 So we believe that of
16 course the increase of security,
17 onboarding more efficiently. We
18 would like if some community
19 members would have the opportunity
20 if the vacancy is there to work
21 within the community that they
22 live. I believe that could provide
23 another resource, especially if
24 they have other connections that
25 may reduce the acts of violence or

1 misbehaving within the rec center
2 itself.
3 So I just wanted to make
4 those brief comments because I know
5 we're running out of time, but just
6 let you know that we're definitely
7 looking at this as a beacon of hope
8 now because Philadelphia has a lot
9 of challenges with violence and
10 crime, and we're looking to service
11 the entire family, the youth,
12 teenagers, young parents, parents,
13 adults, seniors, everyone. And
14 thank you.

15 MR. BESSLER: All right.
16 Thank you. Good afternoon. My
17 name is Brett Bessler. I'm the
18 Vice-president, Business Agent for
19 AFSCME District Council 47 as I
20 said earlier. I would be a little
21 remiss if I wasn't completely
22 myself. I am going to be a little
23 brutally honest about this
24 department.

25 I became a Recreation

1 Leader Trainee in 2015, so I think
2 like many of my other coworkers I
3 really saw the decline. I saw the
4 decline start to begin. So I was
5 looking at the hearing notice as we
6 began today. And the question that
7 we're faced with is does
8 Philadelphia Parks & Recreation
9 have the full complement of staff
10 needed to respond to the diverse
11 challenges of Philadelphia's
12 neighborhoods.
13 I'm going to give you some
14 data. Overall Philadelphia Parks &
15 Recreation has a 28 percent vacancy
16 rate. In our programming
17 districts, which is all of our
18 recreation leaders and the staff
19 that run our recreation centers,
20 the vacancy rate is 32 percent.
21 Our custodial vacancy rate going
22 into FY25, 57 percent. How are we
23 going to have clean facilities when
24 57 percent of our custodial
25 positions are vacant.

1 Our park rangers, our park
2 rangers are often forgot about in
3 this system. Currently going into
4 FY25 at a 35 percent vacancy rate
5 for park rangers, but I do also
6 want to make a note that
7 Philadelphia Parks & Recreation, as
8 my dad who is here today, 39 years
9 civil servant for the department,
10 always reminded me from -- I mean
11 honestly, it's one of the earliest
12 memories I have -- my dad telling
13 me how vast this system really is.
14 We have 26 park rangers budgeted to
15 protect over 10,000 acres.

16 Yes, exactly. I want to
17 see that kind of reaction. Let's
18 do something about it, Councilman
19 Young. Just also want to answer
20 some questions real quick that I
21 heard the Committee talking about.
22 I actually have some firm answers
23 on.

24 So adequate lighting. We
25 recently surveyed our members. 50

1 percent of our members say their
2 centers do not have adequate
3 lighting. Councilmember Landau,
4 you asked about training. When we
5 surveyed our members, we asked if
6 our members had adequate training
7 to fit the needs of the diverse
8 challenges of Philadelphia's youth.
9 100 percent said no.

10 We asked our members about
11 PPD response time. 30.8 percent
12 said it's not adequate. 57 percent
13 said sometimes it's adequate. We
14 asked our members if they feel safe
15 at work. 33.3 percent said no.
16 51.9 percent said sometimes or
17 day-to-day.

18 We asked our members have
19 you ever expressed to a loved one
20 you wonder if you'll make it home
21 safe from work. 48.1 percent said
22 yes, they've had that conversation,
23 and 18.5 percent said they keep it
24 to themselves. And then even more
25 interestingly we asked, has your

1 spouse or loved one ever expressed
2 that they worry that you'll make it
3 home safe. 81.5 percent of our
4 members said that a loved one has
5 had that conversation with them.

6 When you look at our job
7 specs on paper, this is not that
8 kind of job. This is not that kind
9 of job where you should be having
10 those kinds of conversations with
11 your loved ones where your loved
12 one should wonder. We're supposed
13 to go and do programming with kids
14 and youth and seniors and make our
15 communities better, but our own
16 wives, our husbands, our children
17 don't even know if we're going to
18 make it home safe at night.

19 There was some talk about
20 loosening the job specs over the
21 past couple years. That position
22 where the job specs have been
23 relaxed, we have more vacancies in
24 that position than when those job
25 specs were relaxed. It's not an

1 answer. We have to do more.
2 You asked about a plan.
3 Union Locals 2187 and 2186 drafted
4 up an emergency action plan, this
5 is how to respond to shootings,
6 drug overdose, bomb threats,
7 whatever you could think of. We
8 just wanted to have a manual that
9 we could show our seasonal
10 employees or our new employees how
11 do we respond to these things. We
12 submitted that draft 18 months ago
13 and it still has not been finalized
14 by the department. They haven't
15 even gotten a draft back with some
16 proposed changes. It's ridiculous.
17 Councilman Curtis Jones, I
18 do want to go on record and talk
19 about this. Councilman Curtis
20 Jones said how much our department
21 went above and beyond during the
22 pandemic. It is true, Philadelphia
23 Parks & Recreation had its highest
24 usership during the pandemic. But
25 I want to talk about what our

1 recreation leaders were doing
2 during that time.
3 They were working in food
4 packing warehouses, packing food.
5 Some of us got COVID. This was two
6 weeks into the pandemic. Three
7 months, three months into the
8 pandemic think about where we were
9 in June 2020. We were running
10 summer camps. We were one of the
11 only departments in the country
12 that was running a summer camp
13 three months into a pandemic.
14 And then when the school
15 year started, we were working at
16 what we called access centers. And
17 what an access center basically
18 was, was when a student had virtual
19 learning and their parents couldn't
20 work from home, they could send
21 them to the rec center. We
22 essentially were running classrooms
23 while teachers were at home because
24 it was too unsafe to be in a
25 classroom and we were running that.

1 And I do just briefly want
2 to touch on Councilman Young asking
3 about operation hours and possibly
4 expanding them and things like
5 that. We don't have the staff to
6 do that. And I think that one
7 pivotal point for our department in
8 the last few years was when we lost
9 one of our own.

10 Tiffany Fletcher was
11 murdered just doing her job at the
12 rec center. The only reason that
13 Tiffany Fletcher was working that
14 day was because she was an extended
15 seasonal employee extended because
16 we didn't have the staff. That
17 traumatic event happens. We always
18 asked ourselves before Tiffany was
19 murdered who's going to be the
20 first one that's shot. Now Tiffany
21 gets shot, she's murdered. Now
22 we're asking who's going to be
23 next. And what does, I'm sorry,
24 City Council and the department do
25 two weeks after, they expand our

1 operational hours where we had to
2 be open Saturdays and Sundays with
3 even less staff. It makes no
4 sense.

5 How are we going to do
6 better? The answer, I think we
7 have a lot of ideas but we have to
8 have these conversations. We have
9 to acknowledge what our staff
10 members are going through, because
11 what they're going through our
12 communities are also going through.

13 This department unlike any
14 other department in the city of
15 Philadelphia impacts every single
16 neighborhood in the city of
17 Philadelphia, every zip code, every
18 neighborhood. What is it, like a
19 rec center within like a mile and a
20 half at most of every
21 Philadelphian.

22 So like I said, we have a
23 lot of ideas. But what we have to
24 do is we have to take a
25 comprehensive and in-depth look at

1 this department. And what we would
2 like to propose to you today, to
3 the Chair of this Committee,
4 Councilman Phillips, is we're
5 proposing that we institute a task
6 force similar to what Councilman
7 Driscoll did for Licenses &
8 Inspections.

9 If we did a task force, we
10 could bring the City, the
11 Administration, the unions, the
12 community members, all these
13 stakeholders together to take an
14 in-depth look at this department
15 and see what we can do to
16 adequately meet the needs of our
17 youth, our seniors and the
18 communities and our staff and our
19 members.

20 And just real quick,
21 Councilman Young, you said that
22 it's not just for youth. Our older
23 adult centers are operating also at
24 a 41 percent vacancy rate. We have
25 to do better for this department.

1 If we do better for this
2 department, we're doing better for
3 every single Philadelphian. Thank
4 you.

5 (Applause.)

6 COUNCILMAN PHILLIPS: Thank
7 you, Brett and everyone, for their
8 testimonies today.

9 I'm going to now go to our
10 members of the Committee for
11 questions. The Chair recognizes
12 Councilmember Jeffrey Young.

13 COUNCILMAN YOUNG: Thank
14 you, Mr. Chair. Just a couple
15 questions.

16 I know just being in my
17 District and looking at other
18 Districts, college campuses they
19 have like emergency call boxes all
20 around for their students to call
21 to have direct access to that
22 public safety institution for that
23 area. Are there any similar call
24 boxes at our rec centers to allow
25 you to have someone, resident, a

1 staff member to press a button to
2 call an emergency situation
3 directly to the police or anything
4 like that?

5 MR. BESSLER: No, that's
6 something that the union has
7 brought to previous Parks & Rec
8 administration as an idea. I can
9 tell you I've been through more
10 shootings than I can count on both
11 hands and I was only out in the
12 field for seven years.

13 And every time that you
14 call the police, everybody knows
15 that Mr. Brett was the one that
16 called the police. I would love
17 for our rec centers if we had a
18 panic button. I do think that some
19 libraries have panic buttons as
20 well. But I also want to point out
21 that's why we're talking about
22 security guards. You know, this
23 isn't some crazy idea to have
24 security guards in recreation
25 centers.

1 The Free Library of
2 Philadelphia has had municipal
3 guards for years and this
4 department doesn't. When I was at
5 Smith Playground in South
6 Philadelphia right across the
7 street from Wilson Park, I had the
8 captain's cell phone number. It
9 didn't make a difference. I mean,
10 you know. So, yes, we would love
11 to have -- no, we don't have them
12 and, yes, we would love to have
13 them.

14 COUNCILMAN YOUNG: Thank
15 you, Mr. Chair.

16 COUNCILMAN PHILLIPS: I
17 just wanted to add on to that. Is
18 there a reason why -- when you
19 asked for security guards, I'm sure
20 you asked this in the past, what
21 was the response of why there are
22 no security guards at the rec
23 centers?

24 MR. BESSLER: We'll look
25 into it. That's the response we --

1 COUNCILMAN PHILLIPS:

2 Pardon --

3 MR. BESSLER: We'll look

4 into it.

5 COUNCILMAN PHILLIPS: We'll

6 look into it. Okay. All right.

7 Thank you.

8 Did you -- Councilmember

9 Young, did you have any more

10 questions?

11 COUNCILWOMAN LANDAU: I

12 have a couple.

13 COUNCILMAN PHILLIPS: All

14 right. The Chair recognizes

15 Councilmember Rue Landau.

16 COUNCILWOMAN LANDAU: Thank

17 you so much for all of your

18 testimony for everybody who just

19 came up here. I'm curious what you

20 think from workers and a union

21 perspective what the barriers are

22 to hiring other than safety. Are

23 there administrative barriers? Is

24 there something else? We want to

25 know your perspective on this.

1 MR. JORDAN: Well, I know
2 some of the barriers when it comes
3 to hiring the rec leader trainees
4 have been the department's
5 philosophy of filling the top
6 positions first. So then you come
7 in a situation where you have
8 citizens that will apply, but the
9 actual interview may take months.
10 And by that time they have either
11 found employment elsewhere --
12 because when you look for a job,
13 you don't just apply one place.
14 And we have had some people that
15 tried to work two jobs but because
16 the conflict of interest, they had
17 to let the Parks & Rec go because
18 the salary was lower than the other
19 employment.

20 MR. BESSLER: And just
21 touching again on salary, our
22 recreation leader trainees they
23 start out just over \$40,000. I was
24 lucky enough to have my dad when I
25 started with the department. I

1 couldn't afford to live on my own.
2 I was bringing home \$800 every two
3 weeks. It's just not a sustainable
4 wage for somebody to get into.

5 And then just as another
6 aside, we're going through the pay
7 appeal process to get a pay raise
8 for our Recreation Leader 2s and
9 3s. We submitted the form that you
10 have to submit to OHR over a year
11 ago. And for OHR to do whatever
12 they need to do and all that kind
13 of stuff. We're hoping it comes up
14 this month in civil service for the
15 raise. But we're making every
16 effort that we can on our end to
17 improve this department and help
18 with hiring and retention, but the
19 City has to do something too.

20 COUNCILWOMAN LANDAU: Thank
21 you.

22 MR. JORDAN: I just want to
23 say also with the vacancies since
24 they have the opportunity to move
25 to Rec Leader 2, it creates the

1 void there for the Rec Leader 1s
2 and 2s because they all move up and
3 then it's hard to backfill. So I
4 think if we had a little bit more
5 priority of filling the rec leader
6 trainees first, at least get up to
7 80 percent, I think that would
8 help.

9 COUNCILWOMAN LANDAU: Do
10 you have on your level, and maybe
11 this might be a question for the
12 department heads, a list of all of
13 the vacancies and where they are?
14 It was an interesting point that if
15 everybody can move up to rec leader
16 2, we want them to, but are most of
17 the vacancies at rec leader 1,
18 where are they and where are they
19 geographically around the city?

20 MR. JORDAN: Yeah, that
21 information we'll have to get from
22 the department because they control
23 operations and staffing moves from
24 within the different locations.

25 COUNCILWOMAN LANDAU: Okay.

1 And what training is provided to
2 staff when it comes to things like
3 conflict resolution, anything
4 beyond the basic training for your
5 job?

6 MR. BESSLER: None. We get
7 an active shooter training like
8 maybe once a year, but even that
9 active shooter training is designed
10 for office buildings and things
11 like that. But as far as
12 de-escalation and stuff -- I mean,
13 anybody since I left get a
14 de-escalation training?

15 (No.)

16 MR. BESSLER: Not even our
17 park rangers get de-escalation
18 training.

19 COUNCILWOMAN LANDAU: Okay.

20 MR. BESSLER: It's wild.

21 COUNCILWOMAN LANDAU: That
22 seems to be pretty essential for
23 all of the staff to have the basic
24 skills of de-escalation, conflict
25 resolution, active listening, a

1 whole bunch of things that are
2 super helpful to just get the pot
3 to stop boiling over and to bring
4 it down to a level where we can
5 actually, hopefully have a
6 conversation giving you guys as
7 many tools as you can get would be
8 super helpful as we're still trying
9 to get you the support that's
10 needed.

11 And the last thing I want
12 to say is I think it's so
13 interesting, we just negotiated --
14 again, I'm the Chair of the Tech
15 Committee so we just negotiated the
16 Verizon broadband agreement, right,
17 and there's going to be 183 rec
18 centers that are going to have
19 high-speed Internet access for the
20 community.

21 We're going to need folks
22 at the rec centers because people
23 are going to come there. That's
24 great news, right. We want more
25 people utilizing our rec centers in

1 different ways. This was part of
2 the Verizon franchise agreement to
3 get this to happen. We'll
4 definitely need staff trained in
5 the rec centers to help folks, to
6 help them figure out all of the
7 ways they can utilize this, but I
8 don't want us jumping on that when
9 we haven't even supported you in
10 the other ways in what you need.
11 So we're really going to look at
12 this holistically to make sure you
13 get staff to highest capacity
14 possible. Love to see you getting
15 at one or both of these new
16 positions you're looking for, but
17 also we have to think about the
18 fact that the broadband's coming --
19 the high-speed Internet's coming to
20 183 rec centers and we want to make
21 sure that your staff make sure
22 people can utilize that as well.
23 COUNCILMAN PHILLIPS: Yes,
24 thank you. And I just want to also
25 add I've been here and also from

1 one of the testimonies from one of
2 the rec leaders over at Jardel that
3 there is a need for recreational
4 therapists integrated into the rec
5 centers.

6 Now, I do know that Parks &
7 Rec offers therapists, health
8 services when tragedies happen.
9 However, you're saying that they
10 need to be interwoven into the
11 day-to-day. What does that look
12 like so that our Administration
13 who's here today and us who are
14 here with them we can understand
15 what that looks like? What does an
16 interwoven therapist and mental
17 health services look like?

18 MR. BESSLER: So social
19 workers could offer trauma response
20 and things like that. Recreational
21 therapist is a position that Parks
22 & Rec used to have, and it was in
23 our Carousel House at the time. If
24 you're not familiar with Carousel
25 House, it's where individuals with

1 physical disability can go. We do
2 amazing wheelchair basketball
3 tournaments, things like that out
4 of Carousel House. That's where
5 recreational therapists are.

6 Recreational therapists,
7 our idea behind them really is
8 because we as a department, if
9 we're setting up summer camp,
10 right, we're taking in
11 registration, okay. We may have a
12 family that comes to us and their
13 child is suffering from behavioral
14 health issues, okay, and they have
15 very, very specific needs. That's
16 what a recreational therapist is
17 for.

18 I can tell you just from my
19 end when I was a recreation leader
20 if a family member, if they shared
21 that their child has behavioral
22 health issues or things like that,
23 my resource was when they left my
24 office I was Googling what is that
25 and how do I help them.

1 Recreational therapists go to
2 school to do that. And so, they
3 can meet the needs of those
4 specific populations.
5 COUNCILMAN PHILLIPS: This
6 is my last question and we'll move
7 on to our next panel. I just
8 really wanted to know -- that was
9 helpful. You said there's 57
10 percent of custodial vacancy
11 amongst some other vacancies. What
12 is it that we have to get rid of in
13 the application process to
14 expedite, you know, as one of the
15 individuals mentioned we don't want
16 to lose people, right. We don't
17 want to lose people. What needs to
18 be removed, what barriers need to
19 be removed so we can quickly
20 review, interview and process folks
21 and make a decision so we don't
22 lose people, because you said it
23 takes months, Jesse? I think you
24 said it takes months for a decision
25 to be made. But what needs to be

1 removed?

2 MR. JORDAN: As far as -- I
3 think Brett -- the position that
4 you identified, Brett might be
5 better to give the answer. But as
6 far as the employment process, it's
7 just the philosophy of the
8 department to go top-down first.
9 So the positions, even though you
10 applied, taken the test and passed,
11 you're going to be the last one
12 called on through the interview
13 process so that's a series of
14 months before you're called.

15 COUNCILMAN PHILLIPS: Why
16 is it a series of months before you
17 have to be interviewed after you
18 pass the test?

19 MR. JORDAN: Because the
20 philosophy of the department has
21 been with the prior commissioners
22 to fill the top first. So they'll
23 start at if they got rec leader 3s,
24 2s or if they needed a manager,
25 they'll start at the top and work

1 their way down. So by the time
2 they get to the trainees or 1s, all
3 those other positions have to be
4 filled which creates a delay in
5 your employment.

6 COUNCILMAN PHILLIPS: Well,
7 if that's the case, all of that
8 needs to be really looked at and
9 fixed because even in this day and
10 age with us, we know that if we
11 don't hurry up and make a decision
12 on people they're going to make a
13 decision to go somewhere else.

14 And then generally
15 concerned about rec leaders having
16 to be people for all seasons where
17 they have to clean, administration,
18 they're doing everything. So the
19 custodial vacancies make me wonder
20 if there's a reason for the
21 custodial -- the reason for the
22 custodial vacancies I wonder if
23 it's because of this process too.

24 So this is new to me. This
25 is new news to me about that

1 process. So I just want to say
2 thank you for sharing that and
3 we'll huddle up and see what we
4 could, you know, together fix on
5 that as well as thanks for the
6 recommendation of the task force.

7 Overall I just want to say
8 thank you for all who testified.
9 We were very attentive here and
10 heard every single word. I just
11 want to say that this is actually
12 going to be part of our agenda and
13 conversations going forward and
14 looking forward to having a follow-
15 up. So this is actually very
16 fruitful. Thank you so much.

17 MR. JORDAN: Thank you.

18 MR. BESSLER: Thank you.

19 COUNCILMAN PHILLIPS: Any
20 other further questions or comments
21 from the Committee before we move
22 forward?

23 (No response.)

24 COUNCILMAN PHILLIPS: All
25 right. Thank you so much.

1 Clerk, seeing that there's
2 no further questions, can we please
3 call the next panel to testify, the
4 final panel for Bill No. 240422.

5 THE CLERK: Panel No. 3,
6 Marlena Smith, Mental and Physical
7 Health, Local 2187 Executive Board
8 member and Public Health Program
9 Analyst; Eric Brown, Funding Sun
10 Rise Movement Philly; Lurline J.
11 Jones, Recreation Programing and
12 Community Impact, Retired
13 Teacher/AD/Coach Philadelphia
14 School District/Camp Director,
15 Department of Recreation; and
16 Christine Rad, Local 2187 Delegate
17 and Recreation Program Coordinator.

18 (Witnesses approached
19 Witness table.)

20 COUNCILMAN PHILLIPS: Oh,
21 that's great. Let's have the
22 children go first. All right. Are
23 the students testifying as well?

24 MS. DiDONATA: Yes.

25 COUNCILMAN PHILLIPS: They

1 are? You wanted to go before them?

2 MS. DiDONATA: Yes, I'll

3 introduce them.

4 COUNCILMAN PHILLIPS: All

5 right. That's fair.

6 MS. DiDONATA: How are you

7 doing, Councilmember Anthony

8 Phillips, Councilmember Jeffrey

9 Young and Councilmember Rue

10 Ladau(sic).

11 COUNCILMAN PHILLIPS:

12 Landau. Thank you.

13 MS. DiDONATA: I'll go

14 first. Greetings, esteemed members

15 of the Committee for Parks,

16 Recreation and Cultural Affairs,

17 Parks & Recreation Administration

18 and D.C. 47. My name is Natalie

19 Felix DiDonato, and I am a

20 Recreation Leader 2 for

21 Philadelphia Parks & Recreation, a

22 former Executive Board member for

23 Local 2187 and a current Shop

24 Steward for Local 2186, District

25 10.

1 I want to begin by thanking
2 you for your service. I know from
3 experience as a civil servant
4 feeling more like the complaint
5 department instead of a
6 problem-solver or an actionist so
7 I'm very grateful for your time and
8 for you hearing from us today.
9 I've been with Philadelphia
10 Parks & Recreation since March 9,
11 2015. I've been deployed to five
12 centers and have worked shifts at
13 three others. Over the years I've
14 worked the Broad Street Run, the
15 Philly Marathon, Unity Cup, Maple
16 Sugaring Festivals and the Mummers
17 Parade. I've served on our
18 Communications Visual Arts Outdoor
19 Experiences, Literacy and Esports
20 Committees, all while administering
21 and facilitating programs and
22 events at the centers where I
23 serve. This is to say in the past
24 9.5 years I've participated fully
25 in my department's initiatives

1 wherever I've been called.
2 I have worked in facilities
3 with scant resources and facilities
4 with an abundance of resources. I
5 currently work in the most
6 beautiful rec situation I've been
7 in and I feel beyond grateful and
8 blessed to be serving the people of
9 this community.

10 However, in the past on a
11 typical day I have been disparaged,
12 harassed and threatened by both
13 youth and adults. I have found
14 lost children, witness drug deals
15 and watch neighborhood youth, our
16 youth, fall to the perils of
17 poverty, lack of supervision and
18 the lure and pressure of the
19 streets.

20 I have seen a 7-year-old
21 throw chairs around a room, a
22 12-year-old runaway kick, scream
23 and beg not to be returned home,
24 seen the picture on Instagram of a
25 lost 13-year-old park-user drug

1 across town, managed pickup from
2 the afterschool program while a
3 male drug addict had an episode in
4 the women's bathroom while we
5 waited for PPD to arrive, broke up
6 a fight between a grown woman and a
7 7th grader, returned 4- and 6-year-
8 old runaways to their father and
9 stopped a fight inside a gym where
10 a weapon was about to be drawn on a
11 shift by myself.

12 To say that this job comes
13 with stress is an understatement
14 and I pray for my coworkers every
15 day who are subjected to this daily
16 trauma. I overheard two of my
17 coworkers joking the other day
18 about being harassed and disparaged
19 for turning a sprayground off at
20 the City closing time at 7:00 p.m.,
21 and I couldn't help but think of
22 all the ways that situation could
23 have gone wrong.

24 We often joke about how we
25 have our heads on a swivel

1 constantly assessing danger and
2 threat to the joy we are trying to
3 provide. We laugh but only to mask
4 the stress we feel. Thankfully, we
5 have learned how to survive and how
6 to navigate these explosive
7 situations with a little bit of
8 training, mostly our guts and
9 primarily by the grace of God.

10 In a few weeks when I lose
11 my seasonal maintenance worker, I
12 will go back to cleaning toilets
13 and whatever bodily fluids don't
14 make it to the toilet, sweeping and
15 mopping floors, managing trash and
16 cleaning the grounds of the 24.3
17 acre site that I manage. This will
18 require significant time and energy
19 and will most definitely take away
20 from time creating, registering and
21 running programs.

22 Over the years I have met
23 fabulous coworkers beyond creative
24 and beyond passionate about the
25 work we do in Parks & Recreation,

1 but we have lost them. They've
2 gone elsewhere and taken their
3 talents and vibrancy with them.

4 Many in our department are
5 burnt out. I know I am teetering
6 on the edge. And when I go back to
7 daily operations work, my energy
8 levels will be depleted, affecting
9 my ability to do my programming
10 job, but I can't let the people
11 walk into a rank building, correct.
12 Who wants to participate in a
13 program in a building that reeks
14 of urine.

15 We are grossly
16 understaffed, underresourced and
17 expected to make lemonade out of
18 rocks. Yet somehow we do it. But
19 the time spent searching for
20 partners, for grants, for anything
21 to help us make our community's
22 programmatic dream come true is
23 exhausting, time-consuming and
24 often met at dead-ends.

25 The job of recreational

1 leader shouldn't be a game of
2 survival of the fittest or the
3 toughest or the best at navigating
4 the system. It should be fun. We
5 are quite literally the fun people
6 of the city who are tasked with
7 building community through health
8 and wellness via its myriad forms,
9 from gardening to workshops on
10 chronic disease, arts and culture,
11 from crafts to African dance,
12 athletics from football to canoeing
13 and to be on the cutting edge of
14 how fun is defined by our
15 community, whether it's eSports or
16 birding.

17 I cannot emphasize enough
18 how creative, passionate and
19 dedicated my coworkers are. But
20 when I imagine what they could do
21 if they could focus solely on their
22 job specs and have the staffing and
23 resources to implement their best,
24 this city could be a happier,
25 healthier and safer space. Thank

1 you for your consideration.

2 COUNCILMAN PHILLIPS: Thank

3 you. Thank you for your testimony.

4 Can the next proceed?

5 MS. SMITH: I can't hear

6 you.

7 COUNCILMAN PHILLIPS: Can

8 you proceed with your testimony as

9 well?

10 MS. SMITH: Okay. Hi. My

11 name is Marlena Smith. I'm on the

12 Executive Board for Local 2187.

13 I'm a steward. I'm a Public Health

14 Program Analyst for Department of

15 Behavioral Health Intellectual

16 Disability Services. First and

17 foremost, I'm a citizen of

18 Philadelphia, a taxpayer and I'm

19 also a mother and an employee of

20 the City of Philadelphia.

21 Basically my testimony is

22 on the need for social workers and

23 recreational therapists inside of

24 the facility. We went inside

25 certain facilities in the city of

1 Philadelphia. We went through a
2 pandemic as you are aware. Our
3 children were rushed back into
4 school, rushed back into the
5 environment after being alone
6 within three years.

7 During that time, there has
8 been gun shootings, deaths across
9 the city of Philadelphia. For
10 instance, Christy Recreation Center
11 had a young man who got shot on the
12 court where my niece and daughter
13 had witnessed that. There were no
14 social workers inside of the rec
15 centers or counselors at the time
16 where they needed them.

17 We're short-staffed in
18 certain departments and the need
19 for social workers is must and
20 mental health workers. DBHIDS is
21 great as far as with their networks
22 for training. However, the time
23 frame of getting out there and
24 getting those services in place for
25 the families is extended. It's not

1 within a 24- to 48-hour time frame

2 for the children and families.

3 Also, I grew up in Philly.

4 I'm a product of this environment

5 I. Worked at Baker Recreation

6 Center as a -- I don't even know

7 the acronym for the jawn but I

8 worked there. During that time

9 communities poured into the workers

10 and communities poured into the

11 children. They're trying to pour

12 into these children. However,

13 there is a lot of behavioral needs

14 and trauma that has caused these

15 children to act out the way they

16 are.

17 Generation Z is the future

18 and we need to exhaust all

19 resources and needs financially,

20 fiduciary into our children. And

21 in order to do that, I'm suggesting

22 that 24-hour rec centers be open

23 around more crime, poverty

24 environments around the city, be

25 put into place so our children and

1 families have safe havens when the
2 families have to work or when
3 there's an emergency.

4 I know we're all trying to
5 find out where we're going to get
6 the staff from, but we got a budget
7 of over, I don't know,
8 \$1.8-something million. I don't
9 know what the rec got or whatever,
10 but we have it somewhere in play.

11 So if we can just pour into
12 our children and our families who
13 are suffering from trauma, from the
14 deaths that went on through the
15 pandemic, that they're trying to
16 get counseling for their daughters.
17 I mean, it was kind of hard for me
18 to get counseling for my daughter
19 when she witnessed two shootings,
20 not one, two. And then when there
21 was an accident on transportation
22 going to school, thank God for the
23 Chief of Police and the people who
24 was involved at the rec center.
25 They were very good, but it was

1 hard for me to get her counseling

2 because it was a waitlist.

3 So we have the staff

4 already in place at Department of

5 Behavior Health, at the health

6 centers to at least put the social

7 workers -- and we have a list, we

8 have a list of social workers. We

9 have a list of social workers 1, 2

10 and health service social workers

11 2. So if we get them into these

12 rec centers under the de -- I'm

13 sorry, my words get tripped up, but

14 you understand what I'm saying. If

15 we get them into these rec centers,

16 I think it will benefit us as a

17 city to decrease crime and to

18 actually build up the poverty level

19 as far as bringing these people

20 into employment who volunteer.

21 Like for instance, I don't

22 think -- one man mentioned or one

23 of y'all, I think it was

24 Councilmember Jeffrey, you was

25 mentioning I think about how the

1 volunteers, how they are able to
2 implement how they become civil
3 servants. It's easy. They already
4 got the credentials. They got the
5 criminal FBI clearance because you
6 have to have that. You have to
7 have the clearances to work inside
8 these facilities. So do they have
9 the time. Bring them in there,
10 tell them, look, we're putting the
11 list up, civil service is putting
12 the list up, have them take the
13 test. Now, we have the two rule.
14 It's not difficult to hire, not
15 that difficult to hire. Let's
16 bring them in. Let's get the job
17 done and basically that's all I got
18 to say.

19 COUNCILMAN PHILLIPS: Thank
20 you so much.

21 MS. SMITH: You're welcome.

22 COUNCILMAN PHILLIPS: And I
23 want to thank the rec leaders who
24 came --

25 MS. SMITH: I'm sorry,

1 Councilmember. I appreciate y'all
2 for having us and I'm grateful to
3 be able to come up here and
4 testify.

5 COUNCILMAN PHILLIPS: And I
6 want to thank the rec leaders who
7 came here today who actually had to
8 leave to get to work today so we
9 appreciate them as well.

10 So we're calling on our
11 next individuals to testify.

12 COUNCILMAN YOUNG:
13 Councilmember, I do have a
14 question.

15 COUNCILMAN PHILLIPS:
16 Councilmember Young has a quick
17 comment or question.

18 COUNCILMAN YOUNG: Just one
19 question on that same note for the
20 volunteers that are in these
21 facilities. Does the department or
22 the unions or anyone provide study
23 guides or training to take the
24 civil service test so those folks
25 that are already in these places

1 have the ability, so we know they

2 can actually pass the test to

3 become civil service employees?

4 COUNCILMAN PHILLIPS:

5 Study -- are there study guides?

6 COUNCILMAN YOUNG: Are

7 study guides or trainings or

8 classes that can help these

9 volunteers take the test?

10 MR. BESSLER: That would be

11 cheating and unfair to anyone that

12 doesn't have that resource. We

13 have to protect the civil service.

14 So we can't give out study guides

15 or anything like that to particular

16 individuals.

17 COUNCILMAN PHILLIPS: So

18 there's no prep -- you can't do a

19 prep class at least?

20 MR. BESSLER: No, that's a

21 great idea.

22 COUNCILMAN PHILLIPS:

23 That's what I'm saying, a prep

24 class. Okay. All right. So I

25 guess not. That's a no. Thank you

1 so much.

2 MS. DiDONATO: I'm going to

3 bring my youth up if that's okay.

4 COUNCILMAN PHILLIPS: That

5 would be nice. Thank you.

6 MS. DiDONATO: So first,

7 I'm going to call up Leilani Adams

8 Brawley. She is a career-

9 connected learning or C2L intern

10 and a lifelong rec user.

11 (Witnesses approached

12 Witness table.)

13 COUNCILMAN PHILLIPS:

14 Hello. Please state your name for

15 the record as well as where you go

16 to school and what grade you're in.

17 MS. BRAWLEY: Okay. Good

18 afternoon. I'm Leilani Adams

19 Brawley. I am 15 years old and I

20 go to school at KIPP DuBois

21 Collegiate Academy. I'm in 10th

22 grade and thank you for letting me

23 speak today.

24 COUNCILMAN PHILLIPS: I

25 used to do -- I'm very familiar.

1 Please proceed with your testimony.

2 MS. BRAWLEY: Last summer

3 while I was working at Eastwick, a

4 Parks & Rec location, I realized

5 there were many kids who have

6 mental, emotional and behavioral

7 issues that were not able to get

8 the assistance or attention they

9 needed, specifically because there

10 wasn't anyone in that field to

11 support them. My job only allows

12 me to assist the children during

13 activities and I do not have the

14 necessary training nor education

15 needed to be a mental health

16 professional.

17 I believe that an onsite

18 social worker, a recreational

19 therapist would help, especially

20 since the children are used to

21 having people like that at school

22 and in general need the extra

23 support.

24 (Applause.)

25 COUNCILMAN PHILLIPS: Thank

1 you. All right. Thank you so
2 much.

3 MS. DiDONATO: Thank you,
4 Leilani. Next I have the great
5 honor to introduce Shiloh Winfield
6 Pearson, also a lifetime rec user.

7 MR. S. PEARSON: Good
8 afternoon, esteemed Council
9 Leaders. My name is Shiloh
10 Winfield Pearson and I'm here to
11 talk about my experience at
12 Disilvestro. During my time with
13 Mr. Brett I had a lot of fun and
14 experienced help with my studies.

15 One thing I liked about him
16 was that Mr. Brett would always
17 give the extra food from the
18 aftercare students to those who are
19 in need from the community. The
20 activities he exposed us to helped
21 us in both our studies and in life.

22 Some of my favorite
23 activities were the musical arts
24 program, painting classes, sports
25 and math programs. After Mr. Brett

1 left, I was introduced to
2 Ms. Natalie. When meeting her, I
3 was very shy and nervous. I was
4 comfortable with Mr. Brett so I was
5 very confused and upset about why
6 he had to leave Disilvestro.

7 After a while I began to
8 get used to Ms. Natalie. Once I
9 got to know her I realized she was
10 a fun and nice person. One of the
11 best lessons that I learned from
12 her was how to step out of my
13 comfort zone. She and I both have
14 a love for nature and would talk
15 about it often. It was great
16 having another person around who
17 loves nature as much as me. I was
18 very sad when Ms. Natalie had to
19 go.

20 Ms. Sharon took over for a
21 little while and we were still able
22 to engage in a lot of fun
23 activities as before. Then out of
24 nowhere she had to transfer. Now
25 that meant I had to get used to

1 know another person. That would be
2 four new people and I had no idea
3 why they were leaving because no
4 one told us anything.

5 When another shift
6 happened, a lot of programs, trips
7 and activities we liked stopped.
8 The teenagers who were never
9 allowed in the center before were
10 smoking, cursing and bullying
11 children on the playground and in
12 summer camp. Going to Disilvestro
13 was not fun when we had so much
14 change so often.

15 I'm a kid and want to feel
16 safe where I play. I ask today
17 that you do whatever you can to
18 make sure that other kids don't
19 have the people and make sure they
20 had their fun taken away. I also
21 hope that you tell kids why people
22 have to go away and make sure that
23 they still get to go on trips and
24 have activities they love. Thank
25 you for listening to me and have a

1 good day.

2 (Applause.)

3 COUNCILMAN PHILLIPS: Thank

4 you. Thank you so much. We'll do

5 our best to keep your favorite

6 folks there. All right.

7 MS. DiDONATO: Thank you,

8 Shiloh.

9 Now, I'm honored to

10 introduce Jonas Winfield Pearson,

11 also a lifelong recreation user.

12 MR. J. PEARSON: Thank you.

13 Good afternoon, esteemed members of

14 the Council. Hello. My name is

15 Jonas Winfield Pearson and I'm

16 going to speak with you about my

17 experience in Disilvestro

18 Playground.

19 Mr. Brett was very

20 thoughtful and caring towards me,

21 myself and the other children at

22 the playground. He did simple

23 things like helped me when I was

24 struggling with homework and always

25 checked on me to make sure that I

1 was doing all right. Ms. Natalie,
2 another rec leader, was also very
3 kind to me.

4 One of my favorite programs
5 that they brought to the center was
6 the Beyond the Bar's Musical Arts
7 Program. They also worked with
8 Pastor Dave who runs a tattoo
9 program. In that program I learned
10 a lot of skills that made me a
11 better member of the community. I
12 enjoyed my time with Disilvestro up
13 until Ms. Natalie left.

14 The times that the new
15 staff had to come in was troubling
16 to me. When that happened, the
17 center did not offer us the same
18 type of fun programs as before. We
19 also did not get to experience as
20 many trips as we did in the past.
21 I also didn't have the same
22 connection with them like with
23 Mr. Brett or Ms. Natalie.

24 I complained and told my
25 mother all summer about the way

1 that these teenagers behaved and
2 how we didn't like to go outside
3 and play as much. It was very
4 difficult at the center. I hope
5 that you can do something as
6 leaders to make sure that I and
7 other children never have to have a
8 summer where we don't feel safe to
9 play or staff changes that stop fun
10 and exciting programs.

11 We as kids should be able
12 to have fun in summer camp and
13 aftercare. Thank you for listening
14 and helping kids be kids.

15 (Applause.)

16 COUNCILMAN PHILLIPS: Thank
17 you.

18 MS. DiDONATO: Thank you.

19 COUNCILMAN PHILLIPS: And
20 thank you to all the students for
21 exercising their civic duty and we
22 really appreciate and we'll
23 definitely take in what you said
24 into consideration. Thank you.

25 Our members of the

1 Committee have a quick comment
2 before the students go off. The
3 Chair recognizes Councilmember
4 Jeffrey Young.

5 COUNCILMAN YOUNG: Thank
6 you. So just a quick follow-up to
7 that. I mean, are the children's I
8 guess perspectives taken into
9 account or what happens to these
10 leaders, right, as they're shuffled
11 around from center to center? How
12 is I guess the mental toll that it
13 takes on the students taken into
14 consideration by the department
15 when things are moved, people are
16 moved around from place to place
17 and how do we maintain that
18 consistency in some of these rec
19 centers because for a child that
20 may be the only thing that is
21 consistent in their life, so how
22 can we as a city do better with
23 maintaining some consistency in who
24 the leaders are in these rec
25 centers?

1 We know everyone wants to
2 move up, right. We get that.
3 Everyone wants to move up and do
4 better. But how can we provide
5 those opportunities I guess to move
6 up, to grow in place essentially?

7 MS. DiDONATO: Yes. I
8 mean, I personally think that's a
9 great question, something that we
10 need to talk about.

11 COUNCILMAN PHILLIPS:
12 Something that we will talk about,
13 so thank you.

14 MS. DiDONATO: Thank you.

15 COUNCILMAN PHILLIPS: The
16 Chair recognizes Councilmember Rue
17 Landau.

18 COUNCILWOMAN LANDAU: I'll
19 just ask the specific question.
20 What happened to Mr. Brett and
21 Ms. Natalie?

22 UNIDENTIFIED SPEAKER:
23 Mr. Brett's right here.

24 MR. BESSLER: And
25 Ms. Natalie's right here. So what

1 happened to us was we get promoted
2 and we actually, Natalie, myself
3 and other rec leaders we actually
4 for years and years and years we
5 actually were facility supervisors,
6 but we were working out of class.
7 So we did a grievance, we won the
8 grievance, all that kind of stuff,
9 we got a bunch of back pay. It was
10 awesome.

11 But the main goal of that
12 was to stop the practice of having
13 rec leader 1s be facility
14 supervisors. So I absolutely hear
15 what you're saying and hopefully
16 through changing that, leaders will
17 be able to kind of stay where they
18 are. But unfortunately, it is the
19 nature of the beast if you want to
20 get promoted, you got to go to
21 where the vacancy exists.

22 COUNCILMAN PHILLIPS: Yeah,
23 that makes sense. I mean, I think
24 one of the things even with police
25 captains we talk about they leave

1 within a year after they just got
2 to the community. I always say can
3 we just at least have you become a
4 rec leader, you stay for at least
5 three years before you get pro --
6 or two years, something, some sort
7 of level of consistency before you
8 get promoted. That'll also help us
9 with some level of sustainability.

10 MR. BESSLER: Absolutely.
11 And Natalie and I were talking
12 about it the other day. Natalie
13 put it great, we need on average --
14 when we come into a new center, we
15 need at least a year and a half,
16 two years to get into a groove. We
17 need to learn what works, what
18 doesn't work, learn our community,
19 what they need. We need to make
20 that connection with them. And we
21 really don't get moving like a
22 well-oiled machine until about 18
23 months to two years.

24 COUNCILMAN PHILLIPS: All
25 right. Thank you. We're going to

1 move forward with the next

2 panelists, the next two.

3 MR. BROWN: Awesome. It's

4 lovely to be here again. My name

5 is Erica Brown. I, she pronouns.

6 Have you all ever played the human

7 knot game where you're in a circle

8 and you got to grab the hand from

9 some other side and you got to

10 unfold yourself? That's the

11 situation we're in right now with

12 hiring and staffing in Parks & Rec.

13 And now is the time not to

14 blame. Now is just --

15 COUNCILMAN PHILLIPS: For

16 the record, can you please state

17 your name and your position?

18 MS. BROWN: Yeah. Erica

19 Brown, Executive Director of

20 Sunrise Movement Philadelphia.

21 COUNCILMAN PHILLIPS: Thank

22 you.

23 MS. BROWN: Yeah. So now's

24 not the time to become attached to

25 our egos or shame. Now is the time

1 for coordination so that we can
2 figure this out. And you all are
3 City Councilors. Thank you so much
4 for being here and listening to our
5 testimony. And we got to keep our
6 eye on the prize as well, which is
7 that rec center leaders keep our
8 community safe, right. You heard
9 from so many of them taking on
10 every job.

11 And I want to highlight one
12 particular person, Demetrius
13 Richardson, who for 22 years worked
14 at Wharton Square Playground. And
15 he would out of his own pocket
16 create extravagant Easter egg hunts
17 and he'd call in the ice cream
18 truck and the entire community
19 would get involved. And the kids
20 who loved motor bikes down there,
21 he would turn that skill into
22 engineering.

23 In this past year he's been
24 removed and you've seen kids get on
25 bikes and start riding all around

1 the park and everyone feels unsafe.
2 People are calling the cops on
3 these kids, right. So he needs to
4 be reinstated. Everyone in that
5 community wants him reinstated.
6 But that's the story of every rec
7 leader across the city and that's
8 how we keep our community safe.
9 And one Rec Leader
10 Ms. Deborah Irons from the Parkside
11 Rec Center in Curtis Jones'
12 District, Councilmember Jones, came
13 here earlier this year and she
14 asked for more funding because
15 that's the bottom line, that we
16 need to have staff with good
17 salaries. And thank you so much
18 for in this past budget increasing
19 the Parks & Rec budget by \$2.5
20 million. We're going to need for
21 all rec centers to be fully staffed
22 a total budget of \$300 million for
23 rec centers and for libraries. So
24 I'm going to be following up with
25 you about that.

1 But I just want to let you
2 know about some of the meetings
3 I've had over the past year. So I
4 met with Department of Parks & Rec,
5 Department of Libraries HR, the
6 OHR, AFSCME D.C. 47, Friends of the
7 Free Library, Chief of Public
8 Safety Director Adam Geer and the
9 majority of you, City Councilors,
10 and everyone is clear that they
11 want to fix this problem on
12 staffing.

13 And here's some of the list
14 of challenges that I've heard:
15 Wait times for applicants are up to
16 100 days, people who need a job
17 have to move on. There's around
18 1,000 City vacancies and only 30
19 staffers at OHR to create the job
20 postings, review applications, call
21 references, score the tests and
22 pass applicants onto the
23 department.

24 Specifically OHR needs help
25 with mobile community recruitment

1 and additional comp staff.
2 Councilmember Landau, they want
3 help with technology and new
4 computers to keep all this on
5 track. Pay in salaries don't meet
6 the cost of living to support a
7 family for people who want these
8 jobs. There's miscommunications
9 between OHR and the department HR.
10 The department HR sometimes aren't
11 satisfied or aren't prepared to
12 interview people that come in so
13 they just stay at the top of the
14 list.
15 There's amazing candidates
16 that someone who was on this panel
17 already mentioned. Just waiting
18 too long for parks and libraries
19 they got snatched up by a different
20 department, and we're backed up
21 with 200-plus applications. And
22 that's the knot we're in, but we
23 can untangle it.
24 And I was recently made
25 aware that this has happened before

1 with Licenses and Inspections and
2 SEPTA where they were able to
3 restructure themselves and
4 restructure their staffing to meet
5 the needs of the community and we
6 got to assume everyone here has
7 good faith. Everyone wants to
8 solve the problem and everyone I
9 listed wants to solve the problem.
10 And what we need are coordinators,
11 one or two of you to say this is my
12 task. I'm going to make sure --
13 I'm going to talk to all the
14 parties. I'm going to figure out
15 all the messiness so that way we
16 can have a streamlined process.
17 Thank you very much.

18 COUNCILMAN PHILLIPS: Thank
19 you so much, Erica.

20 MS. RAD: Hi. My name is
21 Christine Rad and I'm Program
22 Coordinator with Philadelphia Parks
23 & Recreation. I want to thank you
24 for having us this afternoon. I'm
25 a program coordinator for Parks &

1 Recreation. I started my career in
2 Parks & Recreation in 2006 as I
3 served as a recreation leader for
4 over nine years and worked at six
5 facilities throughout the great
6 city.

7 I chose a career in public
8 service because I felt a need to
9 give back to the community and make
10 a difference, like so many other of
11 my rec leaders and colleagues. We
12 believe that this is a great city
13 and want to serve the citizens
14 across the city. Since 2015 I have
15 served as a programming coordinator
16 managing citywide programs
17 throughout the city in visual arts,
18 aquatics and currently workforce
19 development.

20 In my many years as a rec
21 leader, I can say I never could
22 have imagined some of the
23 situations I faced every day. Not
24 only are you a rec leader in your
25 title, but you have many other

1 titles such as babysitter, part-
2 time parent, counselor, custodian,
3 recruiter, mentor and the list
4 could go on.

5 We as rec leaders and
6 recreation leaders, those that work
7 directly with the City of
8 Philadelphia citizens providing
9 vital City services. We step into
10 any role needed to work with the
11 communities that we work in and we
12 consider ourselves part of those
13 communities.

14 Providing quality
15 programming requires adequate staff
16 to administer those programs and
17 also administer partnerships in our
18 sites. Staff with unique talents
19 and specialties can offer those
20 unique programmings when they are
21 not taking care of other
22 responsibilities.

23 My current role in
24 workforce development is managing a
25 program for 14- to 18-year-olds to

1 provide work-based learning
2 programs. I'm excited to be a part
3 of this new program as we try to
4 develop a youth workforce program
5 that can mentor youth in our city
6 and ultimately give them a career
7 pathway into Parks & Recreation or
8 other careers involving children.

9 While I'm excited to be
10 part of this program, I also want
11 those youth to have a quality
12 experience and safety plays a part
13 in that. We want to be able to
14 provide those youth with a safe
15 space and also provide them with
16 positive experiences at our
17 facilities so that they want to
18 become future rec leaders.

19 Also, I don't want to put
20 more responsibility on the rec
21 leaders currently working so we
22 really need to look at our staffing
23 levels to make sure we have proper
24 staffing to be able to administer
25 the new programs that we bring in.

1 I thank you all for your time

2 today.

3 COUNCILMAN PHILLIPS: Thank

4 you so much for your testimony.

5 Very valuable. Thank you.

6 Is there anyone else from

7 this panel?

8 MR. JORDAN: We have two

9 more.

10 (Witnesses approached

11 Witness table.)

12 COUNCILMAN PHILLIPS: Okay.

13 Thank you. Please proceed with

14 your testimony.

15 MS. JONES: Good afternoon

16 members of City Council and my

17 fellow Union siblings. My name is

18 Esther Jones. I am the proud

19 daughter of Michael McCrae who was

20 a very staunch advocate for proper

21 funding for parks and rec and

22 libraries. I am a Recreation

23 Leader 2 currently stationed at

24 Ferko Playground in the Juniata

25 section of North Philadelphia.

1 I've been with the City
2 full-time for 12 years as of
3 tomorrow October 1st. But I have
4 been a seasonal employee of the
5 City of Philadelphia since
6 September of 2004 where I worked as
7 a teen library assistant with the
8 Free Library at the Wyoming Branch.

9 Before that, I frequented
10 my local recreation center
11 Feltonville and participated in the
12 swim team, the afterschool program
13 as well as a few of the one-off
14 programs. As you can see, I pretty
15 much grew up in my local recreation
16 center and library. So to come to
17 you today to appeal for more money
18 for staffing and safety measures is
19 as much about my current position
20 as it is about my childhood and
21 making sure that these rec centers
22 are given the tools to hold up for
23 the next 20 years.

24 In my full-time position in
25 PPR, I have been in five recreation

1 centers. My current position I am
2 back to for a second time, which I
3 don't believe happens often. When
4 I started at Ferko in March of 2016
5 I was nervous. This was my first
6 facility that I would be
7 supervising and that felt daunting.
8 And then come to find out
9 there's no usable windows in that
10 facility made me a tad more anxious
11 because Ferko is on the edge of
12 Tacony Creek Park and the back of
13 my facility butts up basically to a
14 bunch of trees. And it can get
15 pretty dark back there at night
16 even with adequate lighting.
17 Coupled with the fact that
18 we have no cameras to see what's
19 going on behind the building, it
20 became a source of anxiety and it
21 still is. I have been advocating
22 for Ferko to get cameras since I
23 got there in March of 2016 and it
24 is now October of 2024 and we still
25 do not have cameras.

1 My facility is very small.
2 It is one room and my office.
3 Four, five cameras maybe. Adequate
4 staffing or not I should not have
5 to physically walk around the
6 building and potentially put myself
7 or my staff in danger to figure out
8 what's going on behind the
9 building.
10 I believe that it is
11 important to adequately staff PPR
12 because staffing helps to build up
13 children like myself to become the
14 lifeguards, the RSIs, the
15 recreation Leaders of tomorrow. If
16 we don't have adequate staff, we
17 can't provide the programming that
18 will foster these children into
19 these roles. We must provide
20 robust and diverse programming to
21 bring in kids and teenagers that
22 will come to our programs -- excuse
23 me, that will come up in the system
24 and want to work for the department
25 in some capacity.

1 These are the kids that
2 come to our programs every school
3 year or every summer because we've
4 made an impact. They then want to
5 give back to their community in the
6 same way. It is difficult to
7 provide all the programming we want
8 for the community when we don't
9 have adequate permanent staff and
10 our seasonal staff can be taking
11 from us seemingly at any point as
12 we have witnessed in the past few
13 weeks where we were told we have to
14 cut some seasonal employees that
15 were extended because of budgetary
16 reasons.

17 I don't know any other
18 departments that rely as heavily on
19 seasonals as PPR. I have been
20 without another full-time person at
21 my facility since September of last
22 year when my recreation outreach
23 worker was deployed to another
24 facility because that rec leader
25 did not even have seasonal workers

1 to be there with him.
2 Ferko relies heavily on
3 seasonal workers because that's all
4 that's given to us at the time. I
5 should have an assistant recreation
6 leader with me at my facility but I
7 have to make do with a seasonal
8 worker. I should not have to make
9 do with a seasonal worker. I
10 should have a full-time person with
11 me to fill in on days that I need
12 off, so I don't have to pull from
13 other facilities to fill in the
14 spot.
15 I should have a full-time
16 person with me so I can go to my
17 bi-weekly district meetings, turn
18 in paperwork to the district
19 office, anything that comes with
20 being a supervisor and not have to
21 worry about who's watching my
22 facility.
23 In closing, investing in
24 adequate staffing and safety
25 measures will not only help the

1 current staff but also future
2 programming because the more
3 staffing we have and the safer that
4 staff feels, the better quality
5 programming we can provide for all
6 the city of Philadelphia. Thank
7 you.

8 COUNCILMAN PHILLIPS: Thank
9 you so much. We will continue to
10 look into security measures. Yes,
11 we're going to do that. Thank you.

12 MS. ADDERLY: Good
13 afternoon, City Council. I want to
14 thank you for allowing us the
15 opportunity to listen to our
16 testimony today. I want to say
17 good afternoon to my colleagues
18 with Parks & Recreation and
19 administrative staff. Thank you so
20 much.

21 My name is Renee Adderly.
22 I am a Park Ranger. I've been a
23 Park Ranger with Philadelphia for
24 29 years. It's been at least three
25 administrations that I have been

1 working under. And while I'm here,
2 I want you to know I wanted to
3 inform you that there are two sides
4 to this coin.

5 There's parks and there's
6 recreation and both need the same
7 things. As far as safety's
8 concerned, since my 29 years of
9 working as a park ranger I have
10 witnessed three of my staff members
11 violently attacked while on duty.

12 The most recent one is this
13 summer. A young man was stabbed in
14 eye in Rittenhouse Square. So,
15 yes, my staff is terrified coming
16 to work but they come and do their
17 job every day. We work seven days
18 a week, nights, weekends and
19 holidays. We are considered
20 essential employees. All we ask is
21 for support when we come to work.

22 As far as cameras are
23 concerned, yes, they are needed,
24 they're needed all over the city, I
25 get it, but especially in our

1 facilities when we have 9200 acres
2 to cover. There are only three
3 park ranger districts to cover that
4 land. There's 26 of us together,
5 including supervisors and our
6 chief. So on any given night you
7 will have one person working in
8 each district. That's a lot of
9 ground to cover and then you're
10 coming back in the middle of the
11 night by yourself. We do need a
12 camera in our facilities. I mean,
13 it's not going to protect us from
14 whatever's going to happen, but at
15 least you'll have some kind of
16 eyewitness available.

17 Yes, we are looking to
18 double our staff because right now
19 like I said most of our staff is
20 working solo patrol when we do
21 cover the different areas of
22 Philadelphia.

23 Another thing, our
24 equipment. Basically I'm borrowing
25 a lot of equipment from other

1 departments to be able to complete
2 my duties as a park ranger. For
3 example, we may need barricades, we
4 may need cones, things like that.
5 I'm going to have to borrow a truck
6 in order to transport those type of
7 things to where I need to utilize
8 them.

9 What else am I looking
10 at -- a lot of times we rely on
11 other agencies to assist us at
12 various locations that we're
13 working. Like example, Clark Park
14 we may need to get in contact with
15 the Parking Authority. We may need
16 to get in contact with the police
17 to back us up for different events
18 that are happening.

19 Now, we have people with
20 the booming systems and amplified
21 noise. We need better
22 communication with the police. So,
23 yes, I agree with the monthly
24 meetings with the police department
25 and the rangers need to be invited

1 to those meetings as well so that
2 we can go back and forth on what is
3 needed out in the park system,
4 because a lot of times the way most
5 of the city is set up, in order to
6 get peace on the street we like to
7 funnel a lot of people into the
8 park system to keep everybody
9 occupied.

10 And trust me, I'm quite
11 sure more than half of our
12 constituents are utilizing the park
13 system every day, so we need to
14 have that balance between the
15 Police Department, Parking
16 Authority, Licenses & Inspections.
17 We all need to come collectively
18 together to provide this service
19 for our constituents here in
20 Philadelphia.

21 COUNCILMAN PHILLIPS: Thank
22 you. Thank you so much for your
23 testimony.

24 I'm going to ask our
25 Committee members if there's any

1 questions or comments they can give
2 like a 30-second question, a
3 minute.

4 COUNCILMAN YOUNG: Yes.

5 COUNCILMAN PHILLIPS: The
6 Chair recognizes Jeffrey Young, and
7 we'll follow up with other
8 questions. There's another
9 Committee about to happen right
10 now.

11 COUNCILMAN YOUNG: Just one
12 quick question for you, Ms. Renee.

13 Is there a streamlined
14 communication method between the
15 park rangers and the police? Are
16 there two-way radios or a certain
17 line that you have, that your
18 rangers have when out in the field
19 if something happens or they have
20 to pick up their cell phone to call
21 911 to --

22 MS. ADDERLY: Right now
23 we're using our cell phones. And,
24 no, there's no direct line with the
25 police besides calling 911.

1 COUNCILMAN YOUNG: Thank
2 you.

3 We'll follow up with any
4 other questions or comments that we
5 have. But I want to say thank you
6 all today to the entire union.
7 This is fascinating and
8 interesting. I'm glad we have
9 these conversations and we'll work
10 together as a Committee and as a
11 Council to really address some of
12 these concerns before our new
13 upcoming year. And I know our
14 Commissioner is committed to
15 helping and working with you all as
16 well.

17 So with that being said,
18 this concludes the public hearing
19 on Bill No. 240392. There being no
20 other business before this
21 Committee today, no further
22 questions from members of the
23 Committee and no other witnesses to
24 testify, this concludes the
25 business for the Committee on

1 Parks, Recreation and Cultural
2 Affairs today.
3 Vice-Chair Bass just wants
4 to make a quick suggestion. We can
5 come back to follow up on these
6 issues. Did you want to mention
7 that, that'd be great.

8 COUNCILWOMAN BASS: I was
9 telling you, you know.

10 COUNCILMAN PHILLIPS: Yeah,
11 you were telling me that.

12 COUNCILWOMAN BASS: I was
13 just going to say that we'll work
14 with the Administration to follow
15 up on these matters so that it's
16 not just a hearing and that's the
17 end of it, but we can figure out
18 how can we make some progress in
19 this matter. So we look forward to
20 working with everybody. Thank you.

21 COUNCILMAN PHILLIPS: And I
22 must admit this is a very attentive
23 group of folks. We listened to
24 every word today, so it didn't go
25 out our ears today.

1 So this concludes the
2 business before the Committee on
3 Parks, Recreation and Cultural
4 Affairs today. We want to thank
5 you very much for your attendance.
6 Thank you.

7 (Committee on Parks,
8 Recreation & Cultural Affairs
9 concluded at 1:05 p.m.)

10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

1 CERTIFICATION

2 I, hereby certify that the proceedings
3 and evidence noted are contained fully and
4 accurately in the stenographic notes taken by
5 me in the foregoing matter, and that this is a
6 correct transcript of the same.
7

8

9

10

11

12 TANEHA CARROLL
13 Court Reporter - Notary Public

14

15

16

17

18

19 (The foregoing certification of this
20 transcript does not apply to any reproduction
21 of the same by any means, unless under the
22 direct control and/or supervision of the
23 certifying reporter.)

24

25

	101:8	18-year-olds	2006	21st	
\$	103:14		165:2	51:18	3
\$1.8-somethin g	132:25	166:25	2011	22	3
	10,000	18.5	73:17	160:13	49:10
	49:1	108:23	2015	24-	73:5
142:8	59:1	183	106:1	141:1	97:20
\$10	107:15	123:17	133:11	24-hour	131:5
103:18	100	124:20	165:14	141:22	3.9
\$2.5	32:20	1:00	2016	24.3	80:5
161:19	50:15	38:18	170:4,	136:16	30
\$300	108:9	39:1	23	240392	162:18
161:22	162:16	1s	2018	12:17	30.8
\$40,000	10th	100:11	26:21	14:10,	108:11
119:23	147:21	121:1	40:19	19	32
\$5	12	129:2	2020	68:11	106:20
103:18	49:10	157:13	111:9	240422	33.3
\$800	69:21	1st	2023	131:4	108:15
120:2	169:2	169:3	93:16	25	33rd
	12-year-old		2024	27:21	22:23
1	134:22	2	170:24	79:12	35
1	13-year-old	2	2186	26	80:22
12:18	134:25	68:12	69:18	107:14	107:4
38:3		100:25	70:11	176:4	39
39:22,	14-	120:25	73:8	2700	107:8
25	166:25	121:16	97:23	36:7,17	3s
68:20,	15	132:20	110:3	60:4	26:2
23	147:19	143:9,	132:24	61:14	120:9
73:20	150	11	2187	28	128:23
84:6	98:18	168:23	68:13,	106:15	
93:12	16	2,000	14,16,	29	4
121:17	26:5	61:15	19,22	174:24	4
143:9	58:2	20	69:13	175:8	81:17
1,000	97:24	21:16	70:10	2s	4-
21:20	18	40:19	101:2	120:8	135:7
58:4	24:11	169:23	110:3	121:2	400
162:18	80:19	200-plus	131:7,	128:24	66:3
10	110:12	163:21	16		41
31:7,8	158:22	2004	132:23		114:24
		169:6	139:12		

47	99:2	ability	accounta	23	36:12
69:17		137:9	bility	150:23	43:20
70:11	7	146:1	91:21	151:7,	48:19
73:8		absolute	achievin	24	163:1
97:23	7-year-	ly	g	activity	address
105:19	old	17:10	48:14	42:19	14:17
132:18	134:20	40:16	acknowle	89:23	16:19
162:6	7:00	157:14	dge	acts	19:5
48-hour	135:20	158:10	113:9	104:25	70:18
141:1	7th	abundanc	acre	actual	addresse
48.1	135:7	e	136:17	41:5	s
108:21		134:4	acres	60:7	71:9
	8	abuse	49:1	119:9	adequate
5	80	63:4	58:23	Adam	16:11
	32:18	Academy	107:15	162:8	85:23
50	121:7	147:21	176:1	Adams	107:24
67:22	81.5	accept	acronym	147:7,	108:2,
107:25	109:3	26:16	141:7	18	6, 12, 13
51.9	8:00	27:23	act	add	166:15
108:16	39:10	access	141:15	36:5	170:16
55		18:3	action	51:12	171:3,
32:20	9	89:10	110:4	63:24	16
57	9	95:18	actionis	117:17	172:9
106:22,	49:10	111:16,	t	124:25	173:24
24	133:10	17	133:6	added	adequate
108:12	9.5	115:21	activate	31:19	ly
127:9	133:24	123:19	d	Adderly	114:16
	911	accident	100:6	174:12,	171:11
6	45:16	142:21	active	21	adhere
49:10	9200	accommod	15:5	addict	15:22
6-year-	176:1	ate	122:7,	135:3	adjusted
135:7	9:00	29:13	9, 25	addition	62:14
60	39:11	accommod	activiti	16:10	administ
27:4, 23		ation	es	18:16	er
31:20	A	67:4	37:15,	65:8	166:16,
67:22	a.m.	account	18	addition	17
98:14	39:10	155:9	148:13	al	167:24
6:00			149:20,	16:6	administ
				19:9	ering

133:20	advocati	aftersch	aka	13:18	applican
administ	ng	ool	62:7	36:6	ts
ration	71:4	61:17	allocate	39:2	162:15,
12:23	170:21	135:2	d	Annmarie	22
14:5	Affairs	169:12	85:9	12:23	applicat
55:25	93:10	age	allowed	14:7	ion
81:4	132:16	21:15	39:17	29:21	127:13
114:11	affectin	129:10	151:9	Annmarie	applicat
116:8	g	agencies	allowing	's	ions
125:12	137:8	177:11	15:10	38:22	162:20
129:17	affects	agency	19:10	announce	163:21
132:17	94:2	103:21	93:18	d	applied
administ	afford	agenda	174:14	27:16	32:24
rations	120:1	52:14	amateur	answers	128:10
174:25	African	130:12	22:11	107:22	apply
administ	138:11	Agent	amazing	Anthony	28:24
rative	AFSCME	68:14	126:2	132:7	119:8,
118:23	69:17	69:12,	163:15	anticipa	13
174:19	105:19	16	amenitie	te	apprecia
adult	162:6	105:18	s	67:16	ted
79:17	aftercar	ages	53:21	anticipa	90:17
114:23	e	15:8	amount	ted	apprecia
adults	149:18	aggressi	85:12,	94:14	tion
15:7	154:13	vely	15	anxiety	70:13
43:25	aftermat	15:20	amplifie	170:20	approach
46:20	h	agree	d	anxious	13:2
105:13	96:6	17:10	177:20	170:10	68:25
134:13	afternoon	93:1	Analyst	appeal	approach
advance	73:3	177:23	131:9	120:7	ed
93:4	105:16	agreemen	139:14	169:17	13:4
advantag	147:18	t	analyzin	applaud	69:2
e	149:8	123:16	g	54:9	131:18
104:4	152:13	124:2	35:20	Applause	147:11
advocate	164:24	ahead	ancillar	115:5	168:10
103:8	168:15	39:2	y	148:24	appropri
168:20	174:13,	97:15	20:15	152:2	ated
advocate	17	air	Annemari	154:15	85:4, 13
d		89:22	e		approved
103:25					32:19

72:9	assessin	athletic		bad	basicall
87:3	g	s	B	92:12	y
aquatic	136:1	138:12	babysitt	bailiwic	111:17
61:17	assessme	attached	er	k	139:21
aquatics	nt	159:24	166:1	20:16	144:17
165:18	66:24	attacked	back	Baker	170:13
area	67:14,	175:11	19:25	141:5	176:24
51:25	24	attentio	20:3, 7	banged	basketba
64:18	assigned	n	31:12	78:4	ll
89:22	17:3	24:6	36:23	Bar's	17:7
115:23	41:19	148:8	40:1	153:6	24:13
areas	99:19	attentiv	48:8	barricad	39:19
102:20	assist	e	50:24	es	46:1
176:21	23:17	130:9	56:5	177:3	79:10
ARL	74:11	attracti	57:11,	barrier	126:2
30:19	75:15	ng	12, 17	61:5	Bass
80:17	91:3	25:5	59:13	barriers	13:24
93:14	148:12	Authorit	61:8	60:21	21:25
ARLS	177:11	y	87:7	61:1, 11	22:22,
31:17	assistan	177:15	95:2	102:6, 8	25
100:11	ce	authoriz	110:15	118:21,	40:17
array	90:19	ing	136:12	23	47:13
17:18	91:20	14:11	137:6	119:2	50:1
arrive	93:2	average	140:3, 4	127:18	51:13
94:22	148:8	80:5	157:9	base	53:2, 3,
135:5	assistan	158:13	165:9	101:3	7 56:22
article	t	aware	170:2,	baseball	57:4, 22
53:11	27:13	21:10	12, 15	79:11	58:12
arts	67:18	140:2	172:5	based	64:13
87:24	169:7	163:25	176:10	26:8	bathroom
133:18	173:5	awesome	177:17	29:14	135:4
138:10	Associat	157:10	backed	37:5	battles
149:23	ion	159:3	backfill	50:18	43:24
153:6	21:16	awry	121:3	basic	beacon
165:17	assume	77:16	backgrou	55:3	101:13
assault	164:6		nd	122:4,	105:7
62:19	at-risk		36:16	23	beast
	24:12		62:1		157:19

beautiful	96:19	25	79:1	boxing	144:9,
l	143:16	bill	97:22	22:9,11	16
134:6	Berks	12:17	131:7	35:17	147:3
beautify	22:24	40:20	132:22	Branch	167:25
ing	Bessler	41:3	139:12	169:8	171:21
51:5	69:14,	68:11	bodies	Brawley	bringing
beg	15	131:4	78:11	147:8,	64:11
134:23	72:19	biograph	bodily	17,19	74:11
began	100:24	y	136:13	148:2	120:2
106:6	105:15,	82:8	body	Brett	143:19
150:7	17	birding	40:20	69:15	brings
begin	116:5	138:16	85:8	100:24	99:8
52:9	117:24	bit	boiling	105:17	Broad
106:4	118:3	23:14	123:3	115:7	133:14
133:1	119:20	29:22	bolster	116:15	broadban
beginnin	122:6,	32:20	72:15	128:3,4	d
g	16,20	40:7	bomb	149:13,	123:16
34:7	125:18	53:23	110:6	16,25	broadban
67:25	130:18	56:5	bonds	150:4	d's
behalf	146:10,	81:21	92:16	152:19	124:18
84:15	20	83:9	book	153:23	broke
behaved	156:24	121:4	76:8	156:20	45:19
154:1	158:10	136:7	booming	Brett's	135:5
Behavior	best-	blame	177:20	156:23	brought
143:5	suited	85:21	boots	brick	116:7
behavior	18:11	159:14	76:19	21:8	153:5
al	bi-	blessed	bored	briefly	Brown
18:14	weekly	134:8	80:15	91:6	131:9
126:13,	173:17	bloody	borrow	112:1	159:3,
21	big	78:5	177:5	bright	5,18,
139:15	46:2	blown-	borrowin	64:20	19,23
141:13	81:10	out	g	bring	brush
148:6	88:11	45:2	176:24	29:16	59:10
Belfield	101:8	board	bottom	35:23	brutally
79:15	104:7	25:13	161:15	51:17	105:23
beloved	biggest	34:1	boxes	72:12	budget
76:18	25:4,10	58:1	115:19,	76:13	48:15
benefit	32:5	68:17	24	102:11	52:13
	bikes	72:13		114:10	59:13
	160:20,			123:3	

64:2	157:9	162:20	126:9	84:2	caused
66:13,	170:14	called	151:12	96:23	141:14
14	bureaucr	111:16	154:12	166:21	cell
67:5,7,	atic	116:16	camps	career	47:19
8,11	28:15	128:12,	39:15	103:16	117:8
70:15	burn	14	111:10	165:1,7	center
142:6	76:11	134:1	campuses	167:6	15:17
161:18,	burnout	calling	115:18	career-	24:11
19,22	97:8	145:10	candidat	147:8	28:23
budgetar	burnt	161:2	es	careers	29:4
y	137:5	calls	62:25	167:8	30:12
172:15	Business	49:7	86:17	cares	31:25
budgeted	69:16	camera	163:15	74:16	37:6,8,
107:14	105:18	57:25	canoeing	caretake	13,22
budgets	button	77:16	138:12	r	39:7,14
66:11	116:1,	88:10	capacity	73:16	40:13,
build	18	89:3,6	100:16	75:1	14 45:6
46:7,13	buttons	176:12	124:13	caretake	56:13
72:3	116:19	cameras	171:25	rs	64:15,
143:18	butts	56:10,	captain	74:21	19 65:7
171:12	170:13	14	45:3,	caring	73:16
building		57:6,7,	14,17,	152:20	74:6
46:5	C	9,16,21	19 48:1	Carousel	75:3,9
75:13	C21	58:2	89:11	125:23,	77:3
77:22	147:9	77:13	captain'	24	79:9
137:11,	call	78:15	s	126:4	81:7
13	12:16	88:6,	117:8	carried	85:18
138:7	37:14	18,20	captains	80:5	88:5
170:19	48:6	91:9,13	17:3	cars	89:15
171:6,9	68:10	170:18,	157:25	76:6	90:1
building	89:11	22,25	captains	case	93:14
s	90:15	171:3	'	59:11	97:21
122:10	115:19,	175:22	47:19	129:7	99:9,20
built	20,23	camp	car	cases	101:18
47:24	116:2,	39:5	75:18	21:6	105:1
bullying	14	61:18	cards	catch	111:17,
151:10	131:3	66:3	80:7	57:14	21
bunch	147:7	73:20	care		112:12
123:1	160:17	83:1			113:19
		111:12			140:10
					141:6

142:24	12 78:2	35:6	46:17	90:16	142:12
151:9	82:2	36:16	71:17	94:25	148:12,
153:5,	84:13	century	96:21	check-	20
17	85:20,	51:18	101:12	95:16	151:11
154:4	25	certifie	105:9	checked	152:21
155:11	87:24	d	106:11	40:23	154:7
158:14	88:3	22:15	108:8	152:25	167:8
160:7	90:10	Chair	162:14	cheeky	171:13,
161:11	92:14,	13:23	challeng	48:21	18
169:10,	20 95:9	19:20	ing	chief	children
16	100:2, 3	24:25	24:2	142:23	's
centers	101:4,	36:20	25:23	162:7	155:7
15:15	11	43:3, 5	47:6	176:6	chose
17:2, 5,	102:13	52:8	chance	child	165:7
14	106:19	53:1, 14	92:22	62:6, 15	Christin
18:18	108:2	58:13,	change	63:4	e
19:2	111:16	15, 17	55:17,	126:13,	131:16
21:5	114:23	59:22,	18 72:1	21	164:21
22:13	115:24	24	151:14	155:19	Christy
25:6	116:17,	114:3	changed	childhood	140:10
29:25	25	115:11,	16:3	d	chronic
33:12	117:23	14	26:14,	169:20	138:10
37:3, 25	123:18,	117:15	21 27:1	children	circle
38:6, 16	22, 25	118:14	101:6	15:7	159:7
39:5, 9	124:5,	123:14	changing	18:2, 6	cite
40:5	20	155:3	27:12	76:2	65:12,
41:17,	125:5	156:16	157:16	77:24	13, 15
20, 21	133:12,	Chairman	charge	85:22	cited
42:10	22	19:23	51:8	89:18	64:14
48:12	140:15	20:6	charged	90:1	cities
51:18,	141:22	24:20	49:4	92:4	101:9
20	143:6,	53:4	charging	100:1, 5	citizen
52:11,	12, 15	chairs	49:19	109:16	139:17
15 55:4	155:19,	134:21	chart	131:22	citizens
60:11	25	challeng	85:12	134:14	74:15
64:18	161:21,	e	cheating	140:3	84:16
74:10,	23	25:10	146:11	141:2,	86:2
18	169:21	challeng	check	11, 12,	92:17
75:25	170:1	es	63:5	15, 20,	104:11
76:14	centrali	45:10		25	
77:10,	zed				

119:8	141:24	class	62:1	collab	combinat
165:13	143:17	146:19,	63:4	50:9	ion
166:8	155:22	24	144:7	collabor	27:8
city	160:3	157:6	Clerk	ate	comfort
20:1	161:7	classes	12:15,	17:1	150:13
23:11	162:9,	146:8	18	colleagu	comforta
28:13	18	149:24	68:9,12	e	ble
29:2	165:6,	classifi	83:19,	40:18	150:4
37:23	12,14,	cations	21	54:9	command
42:20	17	14:14	131:1,5	78:20	16:24
49:3,23	166:7,9	classroo	close	colleagu	commend
50:3	167:5	m	61:15	es	49:17
52:9	168:16	111:25	70:3	76:18	76:21
53:13,	169:1,5	classroo	98:17	84:19	comment
16	174:6,	ms	100:25	89:25	30:2
54:17	13	111:22	closing	90:5	34:12
56:13	175:24	clean	75:17	91:5	43:12,
74:14	City's	15:9	135:20	92:1	19
84:22,	14:21	48:24	173:23	94:13	145:17
24	citywide	50:13	Club	95:6	155:1
85:22	165:16	51:4,9	21:16	98:5	comments
86:8,13	civic	106:23	cluster	165:11	12:15
87:21	154:21	129:17	18:7	174:17	100:24
88:1,4	civil	cleaning	coach	collecti	105:4
91:15	20:17	49:14	79:10	ve	130:20
92:5,8,	31:5	99:18	coaches	52:14	Commissi
11,13,	103:10,	136:12,	22:15,	collecti	oner
14,20	12	16	16	vely	12:19,
101:12	107:9	clear	24:15	33:12	22,24
112:24	120:14	91:12	79:8	college	13:13,
113:14,	133:3	162:10	80:8	80:4	15,17,
16	144:2,	clearanc	coaching	115:18	19,22
114:10	11	e	60:15	Collegia	14:2,5,
120:19	145:24	36:9	Coast	te	7
121:19	146:3,	62:4	59:7	147:21	19:19,
135:20	13	63:5,6	code	color	25
138:6,	claiming	144:5	113:17	27:5	25:9,18
24	91:17	clearanc	coin	102:25	30:1
139:20,	Clark	es	175:4	103:1	32:2
25	177:13				33:22
140:9					

34:11	19:16	109:15	134:9	133:4	concrete
36:6	24:24	113:12	138:7,	compleme	54:4
37:4	52:12,	114:18	15	nt	cones
38:12,	17 65:2	141:9,	149:19	27:10	177:4
19 41:7	70:7,16	10	153:11	99:7	confiden
42:1,4	93:9	166:11,	158:2,	106:9	t
43:11	107:21	13	18	complete	21:6
44:5	114:3	communit	160:8,	177:1	conflict
47:10	115:10	y	18	complete	119:16
48:20	123:15	16:18	161:5,8	ly	122:3,
49:5	130:21	17:3,21	162:25	105:21	24
56:4,20	132:15	18:10	164:5	complica	confused
57:5	155:1	30:22	165:9	ted	150:5
58:10,	Committe	32:1,9	172:5,8	28:14	conjunct
25	es	34:15,	communit	Composit	ion
59:15,	133:20	25 35:4	y's	ion	52:19
19	commonse	46:8	137:21	71:5	connect
60:25	nse	50:10,	comp	comprehe	101:25
61:7	91:20	18 51:3	163:1	nsive	102:4
commissi	communic	54:20	compassi	113:25	connecte
oners	ated	62:10	on	computer	d
87:5	40:8	63:15	76:24	s	102:21
128:21	communic	71:1,14	96:12	163:4	147:9
commissi	ation	74:1	competen	concept	connecti
oners'	177:22	75:14,	t	48:9	on
54:25	Communic	20 76:2	23:22	concern	153:22
commitme	ations	80:8	competin	95:12	158:20
nt	133:18	93:25	g	concerne	connecti
70:14	communit	94:5	25:20	d	ons
committe	ies	96:11,	competit	18:25	104:24
d	14:24	24	ion	129:15	consider
19:7	30:5	101:24	25:12	175:8,	ation
57:13	41:22	102:1,	26:10	23	97:13
93:23	46:8	13	28:1	concerns	139:1
committe	55:5	103:6,	complain	16:20	154:24
e	70:23	23,24	ed	18:16	155:14
12:9,14	71:24	104:18,	153:24	65:16	consider
13:23,	72:14	21	complain	82:2	ed
24	102:7,	114:12	t		
18:24	25	123:20			
		131:12			

175:19	control	52:2, 10	16, 19	144:19,	58:17
consistence	121:22	64:11	59:2,	22	59:24
ncy	conversa	65:3	17, 21,	145:5,	87:9
155:18,	tion	69:17	23	12, 15,	108:3
23	37:12	70:11	60:1, 20	18	115:12
158:7	108:22	84:24	61:3	146:4,	118:8,
consiste	109:5	97:23	63:17,	6, 17, 22	15
nt	123:6	105:19	21	147:4,	132:7,
86:1	conversa	112:24	68:5, 24	13, 24	8, 9
95:18	tions	149:8	69:4, 7,	148:25	143:24
155:21	63:25	152:14	23 70:2	152:3	145:1,
constant	109:10	168:16	72:22	154:16,	13, 16
ly	113:8	174:13	73:11	19	155:3
60:14	130:13	Council'	79:6	155:5	156:16
136:1	coordina	s	81:24	156:11,	161:12
contact	tion	85:13	82:7, 11	15	163:2
177:14,	24:19	Councilm	83:16	157:22	Councilm
16	160:1	an	97:14	158:24	embers
continue	coordina	12:6, 11	100:20	159:15,	49:13
46:13	tor	13:1, 6,	107:18	21	50:21
47:24	73:7	20	110:17,	164:18	52:18
51:6	131:17	19:18,	19	168:3,	70:8
96:11,	164:22,	22 22:1	112:2	12	83:24
22	25	23:2	114:4,	174:8	Councilo
174:9	165:15	24:21	6, 21	Councilm	rs
continue	coordina	25:11,	115:6,	ember	160:3
d	tors	21	13	12:7	162:9
70:14	164:10	33:1, 5,	117:14,	19:21	Councilw
93:5	cops	21	16	24:22	oman
contract	161:2	36:19	118:1,	34:13	21:25
ors	correct	37:1, 10	5, 13	36:20,	22:25
103:12,	137:11	38:8, 14	124:23	22 37:9	25:1, 2
17, 20	cost	39:12,	127:5	41:8	28:11
contrast	48:19	24	128:15	43:5, 8	30:10
ed	163:6	41:15	129:6	47:12,	33:3, 8
85:14	Council	43:2, 4	130:19,	13	36:2, 24
contribu	18:25	47:9	24	49:18,	40:17
te	49:23	51:10	131:20,	25	47:15
72:17	50:3	53:9	25	51:11,	53:3, 7
		56:10	132:4,	24	57:4, 22
		58:14,	11	56:22	58:12
			139:2, 7		

118:11, 16 120:20 121:9, 25 122:19, 21 156:18 counseli ng 142:16, 18 143:1 counselo r 166:2 counselo rs 66:4 140:15 count 116:10 country 111:11 couple 27:1 53:8 54:14 65:16, 25 67:9 109:21 115:14 118:12 Coupled 170:17 court 140:12 courts 50:2	cover 176:2, 3,9,21 coverage 15:24 COVID 111:5 coworker s 84:9 90:6 106:2 135:14, 17 136:23 138:19 crafts 138:11 Cram 42:4 crazy 116:23 cream 160:17 create 16:6 27:18 92:16 96:14 97:4 160:16 162:19 creates 99:6 120:25 129:4 creating 34:4 136:20	creative 28:6 136:23 138:18 credenti als 144:4 Creek 170:12 creep 18:20 20:10 crime 43:25 45:10 57:13 105:10 141:23 143:17 criminal 63:5 144:5 crisis 48:6 96:6 critical 46:23 70:19 71:20 Cultural 93:10 132:16 culture 138:10 Cup 133:15 cure 91:14	curious 118:19 current 27:4 48:15 78:24 86:10 132:23 166:23 169:19 170:1 174:1 cursing 151:10 Curtis 19:21 58:18 110:17, 19 161:11 custodia l 106:21, 24 127:10 129:19, 21,22 custodia n 166:2 cut 81:25 83:5 172:14 cutting 138:13	D D.C. 73:8 132:18 162:6 dad 107:8, 12 119:24 daily 71:18 96:21 99:22 135:15 137:7 dance 87:23 138:11 danger 136:1 171:7 dangerou s 99:6,10 dark 64:25 170:15 data 106:14 daughter 140:12 142:18 168:19 daughter s 142:16 daunting 170:7	Dave 153:8 day 63:1 76:20 78:8 79:24 80:16 84:17 87:15 90:21 94:17 95:1 96:8 112:14 129:9 134:11 135:15, 17 152:1 158:12 165:23 175:17 day-to- day 76:23 77:20 108:17 125:11 days 94:25 98:25 162:16 173:11 175:17 DBHIDS 140:20 de 143:12
--	--	---	--	---	---

de-escalation 122:12, 14,17, 24	decrease 61:20 dedicate 93:20 138:19 deep 16:13 101:9 deepest 70:13 deeply 94:2 deficits 98:9 defined 138:14 degrees 26:16 61:5 delay 129:4 delays 71:18 72:5 Delegate 131:16 demand 92:20 Demetrius 160:12 demonize 92:7	departme nt 12:20 14:2,14 16:15, 16 20:8, 13,19 32:22 44:17, 25 46:12 56:7 60:23 61:24 62:12, 21 70:20 72:4 75:24 84:22 85:4 86:8 89:2 91:11, 22 92:5 98:7 102:17 105:24 107:9 110:14, 20 112:7, 24 113:13, 14 114:1, 14,25 115:2 117:4 119:25	120:17 121:12, 22 126:8 128:8, 20 131:15 133:5 137:4 139:14 143:4 145:21 155:14 162:4, 5,23 163:9, 10,20 171:24 177:24 departme nt's 22:7 119:4 133:25 departme nt- 90:17 departme nts 18:5 84:23 111:11 140:18 172:18 177:1 dependin g 31:7 depends 42:18	depleted 137:8 deployed 133:11 172:23 Deputy 12:22, 24 13:16, 18 14:4,6 25:8 36:6 42:4 49:4 87:4 deserve 55:4,5, 6 designed 122:9 determin es 37:2 detrimen t 86:12 develop 167:4 develope d 16:17 developi ng 46:11 developm ent 165:19 166:24	dialing 45:16 Diamond 23:1,2 Didonata 131:24 132:2, 6,13 Didonato 132:19 147:2,6 149:3 152:7 154:18 156:7, 14 differen ce 46:10 57:8 78:14 117:9 165:10 differen tly 28:20 difficul t 31:14 95:25 144:14, 15 154:4 172:6 direct 47:19 89:9 115:21 directly
---	--	--	--	---	--

31:14	151:12	176:8	drafted	95:2	efficien
61:24	152:17	District	110:3	154:21	tly
72:17	153:12	/camp	drawn	175:11	104:17
116:3	disparag	131:14	135:10		effort
166:7	ed	district	dream	E	16:19
Director	134:11	s	137:22	earlier	24:19
131:14	135:18	106:17	drier	25:12	60:5
159:19	disposal	115:18	59:10	87:15	120:16
162:8	86:8	176:3	Driscoll	105:20	egg
Director	distress	diverse	114:7	161:13	160:16
's	97:9	26:23	drive	earliest	egos
18:8	distribu	106:10	75:18	107:11	159:25
disabili	te	108:7	drown	easily	elements
ty	20:14	171:20	94:19	98:24	99:10
126:1	distribu	diversit	drowning	Easter	eligibil
139:16	tion	y	s	160:16	ity
discard	68:16	26:20	95:8	Eastwick	98:16
99:22	71:12	divertin	drug	148:3	email
disclosu	district	g	62:19	easy	90:18
re	17:4	18:20	89:23	102:22	emails
23:5	21:19,	division	110:6	144:3	49:8
discrepa	23	98:10	134:14,	edge	emergenc
ncies	37:13	dollars	25	88:17	y
90:8	41:1	23:17	135:3	137:6	45:15
discuss	45:4, 21	door	Dubois	138:13	110:4
98:5	49:21	38:9	147:20	170:11	115:19
discusse	51:23	40:1	due	educated	116:2
d	69:17	78:5	99:2, 25	78:16	142:3
86:20	70:11	doors	Dunn	educatio	emotiona
discussi	81:22	38:17	12:23	n	l
on	88:8	double	13:18	148:14	76:16
70:17	97:23	176:18	14:8	educatio	94:16
disease	101:21,	dozens	39:3	nal	95:23
138:10	22	90:21	40:16	52:7	96:4
Disilves	105:19	draft	60:10	63:11	97:8
tro	115:17	110:12,	duties	effectiv	148:6
149:12	132:24	15	177:2	e	emphasiz
150:6	161:12		duty	72:2	e
	173:17,				47:21
	18				

138:17	end	enhances	89:5	Eric	excellen
employee	63:1	14:25	105:11	97:19	t
98:1	73:18	enjoy	160:18	131:9	24:8
112:15	76:3	15:10	entry	Erica	exceptio
139:19	120:16	enjoyabl	98:15	159:5,	ns
169:4	126:19	e	entry-	18	62:13
employee	endeavor	54:5, 8	level	164:19	excited
s	93:3	enjoyed	16:5	esports	46:25
60:7,	ending	81:11	environm	133:19	167:2, 9
13, 23	69:21	153:12	ent	138:15	exciting
74:16	energy	enlighte	96:3, 15	essentia	100:4
86:7	43:11	ning	97:5	l	154:10
110:10	136:18	64:13	99:6	72:3	excuse
146:3	137:7	enrichin	140:5	122:22	171:22
172:14	engage	g	141:4	175:20	execute
175:20	16:18	15:12	environm	essentia	17:19
employe	150:22	ensure	ents	lly	Executiv
nt	engaged	16:12	22:19	111:22	e
16:7	76:1	22:17	90:7	156:6	68:17
27:19	78:12,	41:12	141:24	esteemed	79:1
60:17	17	44:18	envision	78:20	97:22
63:16	engageme	49:12,	72:4	132:14	131:7
119:11,	nt	19 57:6	episode	149:8	132:22
19	35:4, 14	72:11	135:3	152:13	139:12
128:6	68:15	ensuring	equally	Esther	159:19
129:5	75:20	15:23	103:3	168:18	exercisi
143:20	engageme	16:10	equipmen	event	ng
encounte	nts	18:1	t	112:17	154:21
ring	70:16	85:24	42:12	events	exhaust
94:11	engaging	93:23	176:24,	91:4	141:18
encourag	15:11	enters	25	133:22	exhausti
e	engineer	74:18	equitabl	177:17	ng
79:25	ing	enthusia	e	everybod	137:23
encourag	160:22	stic	15:23	y's	existed
ed	enhance	86:16	68:16	58:7	16:9
24:16	70:22	entire	equity	evident	exists
encourag	enhancem	26:7	68:18	85:2	22:21
ing	ent	58:2	71:12	exact	157:21
79:21	82:18	60:5	79:4	57:1	

expand 112:25	95:4 149:14	148:22 149:17	13 17:16	31:1 36:14	140:25 141:2
expanding 112:4	experiences 71:22	extravagant 160:16	28:3 32:5 34:2, 18	39:20 66:7 78:24	142:1, 2, 12
expansion 71:4, 9	133:19 167:16	extremely 47:3	38:23 41:10 43:1	81:8 139:24 157:5,	family 104:9, 10, 12 105:11
expectation 55:16, 22	experts 18:12	eye 160:6	44:14 45:25 46:10,	13 170:6, 10, 13	126:12, 20
expected 64:16 100:12 137:17	explore 17:17	175:14	21 48:23,	171:1 172:21,	163:7
expedited 127:14	exploring 19:7	eyewitness 176:16	24 49:14 50:8, 14	24 173:6, 22	Fassano 68:21 93:7, 11
expediting 72:10	explosive 136:6	F fabulous 136:23	51:4 57:20 66:19	facing 89:24 90:10	fast 86:25
experience 26:17 52:7 54:8 63:12 64:2 65:5 133:3 149:11 152:17 153:19 167:12	express 70:12	face 23:23 62:10 71:17 96:20 101:12	93:24 94:9 96:17 97:2 99:1, 4 100:7, 14	fact 85:2, 6 95:17 124:18 170:17	fate 89:25
experienced 26:6 40:4 89:17	expressed 108:19 109:1	faced 94:13 95:6 106:7 165:23	106:23 134:2, 3 139:25 144:8 145:21 165:5 167:17 173:13 176:1, 12	fair 132:5 fairest 29:8 faith 164:7 fall 134:16 familiar 125:24 147:25 families 18:2, 6 64:23 102:7 103:24	favorite 149:22 152:5 153:4 FBI 63:6 144:5 fearful 77:22, 23 feel 77:9, 11 88:15 90:5, 25 91:23 92:25 108:14 134:7
	extended 67:2 69:22, 24 83:5 98:21 112:14, 15 140:25 172:15	facilitate 48:15 facilitating 133:21 facilities 16:12,	facilities 33:13 facility 29:10		
	extra 76:12				

136:4	116:12	finalize	20	39:17	139:17
151:15	148:10	d	fix	40:8	forgot
154:8	fight	110:13	83:13	41:4	107:2
feeling	21:21	Finance	130:4	61:25	form
133:4	43:24	67:5	162:11	62:2	120:9
feels	135:6, 9	financia	fixed	63:3, 14	forms
95:12	fight	lly	129:9	66:6	138:8
161:1	95:8	141:19	fixing	67:1, 23	forward
174:4	figure	find	21:4	83:8	12:4
Felix	22:5	23:16	flaws	123:21	17:22
132:19	34:1	82:22	86:18	124:5	21:2
fellow	48:2	142:5	fled	127:20	34:7
84:15	49:22	170:8	92:8	145:24	58:8
92:22	52:2	fine	Fletcher	152:6	100:18
168:17	124:6	33:6, 7	112:10,	follow	101:4,
felt	160:2	finish	13	47:16	11
165:8	164:14	91:25	flexibil	53:8	130:13,
170:7	171:7	fire	ity	63:2	14, 22
Feltonvi	fill	59:4	28:21	follow-	159:1
lle	15:20	firm	29:3	102:3	foster
169:11	20:9	107:22	float	130:14	96:3
female	31:8	firsthan	101:20	follow-	171:18
23:4	47:7	d	floors	up	fosterin
Ferko	60:8	52:22	136:15	79:6	g
168:24	81:11	71:22	fluids	155:6	97:10
170:4,	128:22	80:1	136:13	food	found
11, 22	173:11,	fit	focus	20:14	51:16
173:2	13	108:7	138:21	111:3, 4	73:20
fervent	filled	fits	focusing	149:17	99:23
85:1	20:19	17:19	28:17	football	119:11
Festival	47:5	fittest	folks	138:12	134:13
s	67:19	138:2	26:7	force	frame
133:16	129:4	five-	27:19	114:6, 9	140:23
fiduciar	filling	33:16	29:13	130:6	141:1
y	67:16	62:16	30:20,	forefron	franchis
141:20	119:5	five-	23, 24	t	e
field	121:5	year	31:9	84:21	124:2
21:15	final	33:10,	37:18	foremost	Frank
	131:4				56:24

Frank's	31:23	131:9	Gaynor	165:9	149:7
56:24	61:21	161:14	68:18	167:6	152:1,
free	63:15	168:21	83:23	172:5	13
21:22,	66:16	funds	84:5	giving	161:16
23 22:3	80:21,	50:25	Geer	82:4	164:7
117:1	24 81:1	funnelin	162:8	123:6	168:15
162:7	97:25	g	general	global	174:12,
169:8	169:2,	35:15	54:18	58:22	17
frees	24	furnitur	86:13	59:9	Googling
42:20	172:20	e	148:22	go-to	126:24
frequent	173:10,	53:24	generall	60:19	governme
88:25	15	54:2	y	goal	nt
frequent	fullest	future	84:2	15:8	20:1
ed	99:5	64:3	129:14	157:11	grab
169:9	fully	141:17	Generati	goals	159:8
Friends	12:1	167:18	on	48:22	grace
162:6	21:12	174:1	141:17	God	136:9
front	96:16	FY25	generic	75:13	grade
94:10	97:1	106:22	90:17	136:9	80:5
fruitful	133:24	107:4	geograph	142:22	147:16,
130:16	161:21		ically	good	22
frustrat	fun	G	121:19	13:7,	grader
ion	138:4,	Gambrel	Germanto	13,22	135:7
54:19,	5,14	99:14	wn	25:7	graduate
21	149:13	game	75:10	31:6	d
fulfilli	150:10,	138:1	girl	33:2	81:17
ng	22	159:7	78:2	37:2	granddau
72:8	151:13,	gang	94:19	44:24	ghter
full	20	89:23	give	53:5,6	23:6
23:5	153:18	gaps	17:8	62:25	grants
27:9	154:9,	60:8	29:17	69:4,6	137:20
45:2	12	gardenin	56:18,	70:7	grateful
76:20	function	g	25 70:6	73:3	133:7
99:7	34:19	138:9	76:25	78:22	134:7
106:9	funded	gather	92:21	83:24	145:2
full-	72:9	20:12	106:13	85:18	great
time	funding	gathered	128:5	93:7,8	13:11
16:7	50:16	70:18	146:14	105:16	50:6
30:6	68:19		149:17	142:25	51:19
	75:4			147:17	

57:23	137:15	140:8	125:8	78:21,	healthy
78:13	ground	guts	176:14	22, 23	22:18
88:14	76:19	136:8	happened	82:6,	hear
92:15	78:12	guy	44:21	10, 13	71:15
102:15	101:24	39:23	80:23	havens	76:17,
123:24	176:9	guys	151:6	142:1	21
131:21	grounds	12:3	153:16	he'll	84:10,
140:21	136:16	76:7	156:20	54:11	18 90:7
146:21	group	100:19	157:1	head	139:5
149:4	21:15	123:6	163:25	56:15	157:14
150:15	84:3	gym	happenin	heads	heard
156:9	groups	39:18,	g	121:12	90:24
158:13	45:19	19	12:2	135:25	107:21
165:5,	grow	135:9	42:19	health	130:10
12	156:6	gyms	46:14	15:4	160:8
greatest	grown	87:23	49:3	18:7, 14	162:14
74:14	135:6	H	90:2	68:21	hearing
greatly	guards	half	177:18	71:12,	12:5
90:16	116:22,	113:20	happier	20, 21	14:11
green	24	158:15	138:24	91:1	66:13
49:2	117:3,	halls	happines	94:3	106:5
51:4, 9	19, 22	87:24	s	95:18	133:8
Greg	guards/	hand	100:4	96:4, 18	hearings
78:20,	maintena	78:19	harassed	104:13	70:16
23	nce	159:8	134:12	125:7,	heartily
86:19	71:8	hand-in-	135:18	17	76:20
Gregory	guess	hand	hard	126:14,	heavily
68:14	81:4	87:18	25:24	22	172:18
grew	146:25	hands	47:3, 7	131:7, 8	173:2
79:14	155:8,	116:11	74:22	138:7	held
84:12	12	happen	82:20	139:13,	16:22
141:3	156:5	30:15	102:23	15	helped
169:15	guides	51:19	121:3	140:20	26:19
grievanc	145:23	92:13	142:17	143:5,	73:17,
e	146:5,	96:1	143:1	10	19
157:7, 8	7, 14	100:15	harder	148:15	149:20
groove	gun	124:3	45:1	healthie	152:23
158:16	19:6	Hartling	68:15	r	helpful
grossly	99:12			96:14	43:15
				138:25	

64:8	15	homework	how's	23	imparts
123:2,8	hired	152:24	48:2	126:7	54:20
127:9	28:13	honest	HR	146:21	implemen
helping	62:4	105:23	47:4	151:2	t
61:18	75:5	honestly	162:5	ideas	138:23
78:13	77:4	107:11	163:9,	113:7,	144:2
95:24	86:23,	honor	10	23	importan
154:14	24	149:5	hubs	identifi	ce
helps	hiring	honored	18:19	ed	85:24
42:8	28:22	152:9	huddle	128:4	importan
64:21	71:18	hope	130:3	identify	t
99:9	72:6	101:13	huge	41:9	34:16
171:12	85:10	105:7	57:8	46:15	90:11
hey	86:10,	151:21	human	57:18	171:11
60:16	18 87:2	154:4	16:3	identify	improve
high	118:22	hoping	18:7	ing	15:3
23:25	119:3	65:2	99:23	35:13	26:20
25:17	120:18	120:13	102:17	illusion	28:7
66:8	159:12	Horticul	159:6	87:20	120:17
89:21	hold	ture	humbled	illustra	improved
94:12	23:25	45:6	84:14	te	51:20
98:3,8	24:4	hot	hunts	71:23	in-depth
high-	81:1	54:4	160:16	imagine	113:25
speed	169:22	hours	hurry	90:3	114:14
123:19	holidays	38:20	129:11	138:20	inadequa
124:19	175:19	40:10,	husbands	imagined	te
highest	holistic	12,21	109:16	165:22	98:6
37:21	ally	41:6		immediat	99:2
100:16	124:12	79:24	I	ely	incapabl
110:23	home	80:19,	ice	55:17	e
124:13	108:20	22	17:8	89:13	98:23
highligh	109:3,	98:21	160:17	impact	incident
t	18	112:3	Icons	62:24	57:10
71:25	111:20,	113:1	21:25	71:23	94:19
160:11	23	House	22:2,22	97:6	95:5
hire	120:2	125:23,	idea	131:12	incident
61:15	134:23	25	41:5	172:4	s
83:3	homes	126:4	116:8,	impacts	95:7
144:14,	79:22			113:15	

include 26:16 29:19 71:5 Included 85:10 includin g 14:12 17:15 176:5 inclusio n 14:13 incorpor ate 21:13 22:6 increase 66:1 104:16 increasi ng 161:18 individu als 93:22 104:3 125:25 127:15 145:11 146:16 individu als' 17:23 ineffici ent 86:11	inform 175:3 informat ion 40:18 58:9 85:11 121:21 informat ive 54:12 ingredie nts 23:19 initiati ves 133:25 innercit y 23:4 innovati ve 21:9 ins 95:17 inside 135:9 139:23, 24 140:14 144:7 Inspecti ons 114:8 164:1 inspecto r 45:4	inspecto rs 45:18 Instagra m 134:24 installe d 88:12 instance 140:10 143:21 instance s 39:3 institut e 114:5 institut ion 115:22 integrat ed 96:7 125:4 Intellec tual 139:15 intent 17:11 intentio nally 61:10 interest 119:16 interest ed 60:18	interest ing 121:14 123:13 interest ingly 108:25 intern 147:9 Internet 123:19 Internet 's 124:19 intervie w 119:9 127:20 128:12 163:12 intervie wed 128:17 intervie wing 72:6 interwov en 125:10, 16 introduc e 132:3 149:5 152:10 introduc ed 150:1	introduc tion 70:6 intrusiv e 103:4 invested 103:20 investig ate 57:17 investin g 173:23 investme nt 55:2, 24 invited 177:25 involved 142:24 160:19 involvem ent 79:3 involvin g 167:8 Irons 161:10 isolated 95:6 issue 28:5 29:15 43:10 47:1 72:7	87:16, 18 issues 14:18 19:2, 5 21:4 65:14 71:24 74:9 82:14 87:9 126:14, 22 148:7 item 67:6 J James 84:7 Jamille 72:20 73:3 Jardel 93:13 125:2 jawn 141:7 Jeffrey 59:25 115:12 132:8 143:24 155:4 Jesse 68:13 69:12 70:9 101:1
---	--	--	---	---	---

127:23	Jonas	joy	kids	153:3	Ladau(
job	152:10,	136:2	21:20	157:8,	sic)
14:13	15	Jr	46:2	17	132:10
26:21	Jones	59:25	64:22	176:15	lady
28:24	19:21,	Judge	77:9	kinds	35:18
29:1	22 22:1	98:3	79:18,	109:10	81:9
73:25	23:2	jumped	20	King	land
87:20	24:22	78:4	86:20	74:5	34:18
109:6,	25:11	jumping	109:13	KIPP	176:4
8, 9, 20,	33:21	124:8	148:5	147:20	Landau
22, 24	34:13	June	151:18,	knew	12:7
112:11	56:11	38:21	21	46:3	25:1, 2
119:12	58:14,	93:16	154:11,	62:24	28:11
122:5	18, 19	111:9	14	80:14,	30:10
135:12	59:2,	Juniata	160:19,	21	33:3, 8
137:10,	17, 21	168:24	24	81:14,	36:2,
25	79:7	justice	161:3	16	22, 24
138:22	110:17,	102:18	171:21	knit	43:6, 8
144:16	20	juvenile	172:1	23:13	47:12,
148:11	131:11	102:18	kind	knock	15
160:10	161:12	K	20:21	38:9	51:11
162:16,	168:15,	keeping	22:7, 13	knot	108:3
19	18	46:19	23:13,	159:7	118:11,
175:17	Jones'	Kelly	20	163:22	15, 16
jobs	161:11	68:20	24:18	Kurtz	120:20
31:22	Jordan	93:10	33:10,	97:18,	121:9,
82:22	68:13	key	12	19	25
103:11	69:6,	15:16	36:15	L	122:19,
119:15	11, 12,	27:20	54:7	lack	21
163:8	19, 25	kick	62:16	21:5	132:12
John	70:5, 9	134:22	67:23	74:23	156:17,
68:17	100:22	kicked	73:17	134:17	18
84:5	101:2	64:10	74:11	lacking	163:2
joined	119:1	kid	79:24	26:25	large
14:3	120:22	79:14	82:20	lacrosse	33:10
70:10	121:20	151:15	95:14	22:2	84:4, 25
joke	128:2,		103:25	23:5	85:7
135:24	19		107:17		largely
joking	130:17		109:8		85:8
135:17	168:8		120:12		
			142:17		

larger	128:23	16:21	153:13	library	23:24
55:24	132:20	20:25	Leilani	117:1	lights
lasting	138:1	21:1	147:7,	162:7	64:15
94:15	153:2	22:14	18	169:7,	limit
laugh	157:13	44:9, 16	149:4	8, 16	23:15
136:3	158:4	81:6	leisure	Licenses	limited
law	161:7, 9	94:24	14:23	114:7	18:21
62:11	165:3,	95:10	15:7	164:1	75:10
63:2	21, 24	learn	18:22	life	86:6
laws	168:23	54:11	lemonade	15:1	Lincoln
62:7, 15	172:24	82:1	137:17	70:22	81:18
leader	173:6	158:17,	lessons	149:21	lines
16:4	leaders	18	150:11	155:21	94:10
26:2, 14	16:24	learned	letting	lifeguar	list
27:14	32:9	53:18	147:22	ds	27:4
30:18	43:14,	136:5	level	171:14	29:1
32:24	23 45:5	150:11	55:24	lifelong	31:5, 12
45:20	47:18	153:9	98:15	84:11	32:18
67:17,	74:21	learning	121:10	92:16	88:21
18	76:10	111:19	123:4	147:10	121:12
68:20,	77:19	147:9	143:18	152:11	143:7,
23	106:18	167:1	158:7, 9	lifestyl	8, 9
73:5, 20	111:1	leave	levels	e	144:11,
74:4	125:2	54:6	14:12	15:5	12
80:13,	129:15	94:15	137:8	lifetime	162:13
18 84:6	144:23	103:19	167:23	149:6	163:14
89:17	145:6	145:8	lexicon	light	166:3
93:11,	149:9	150:6	22:8	58:22	listed
16	154:6	157:25	liabilit	59:6, 9	53:12
97:20	155:10,	leaving	y	74:11	164:9
100:10,	24	151:3	18:17	lighting	listen
11	157:3,	LED	librarie	49:24	174:15
106:1	16	64:20	s	64:20	listenin
119:3,	160:7	left	116:19	77:7	g
22	165:11	20:1	161:23	78:15	17:22
120:8,	166:5, 6	86:4	162:5	107:24	122:25
25	167:18,	94:20	163:18	108:3	151:25
121:1,	21	122:13	168:22	170:16	154:13
5, 15, 17	171:15	126:23		lightly	160:4
126:19	leadersh	150:1			
	ip				

lists	132:23, 24	loosenin	113:7, 23	119:18	73:18
31:6	139:12	g	141:13	lowering	136:11
98:16	169:10, 15	lose	149:13	102:14	major
Literacy		82:16	150:22	lucky	86:18
133:19	Locals	127:16, 17, 22	151:6	98:19	majority
literall	110:3	136:10	153:10	119:24	162:9
y	location	losing	176:8, 25	lure	make
39:22, 24	148:4	86:15	177:10	134:18	17:13
64:19	location	lost	love	Lurline	29:3
138:5	s	78:7	73:25	131:10	35:9
live	18:10	112:8	74:15	Luther	41:13
30:5	121:24	134:14, 25	78:9	74:5	42:8
72:18	177:12	137:1	79:18	M	44:13
104:22	log	lot	92:1, 2, 3, 4	machine	46:2, 4, 9 48:17
120:1	41:23	21:3	96:23	158:22	50:1, 12, 13,
lived	42:21	22:20	116:16	made	14, 16
92:9	76:5, 8	24:1	117:10, 12	55:2, 3, 21 58:5	51:2
living	log-in	29:16	124:14	61:9	55:20
92:2	41:20	30:3, 22	150:14	90:15	56:12
163:6	logs	38:1	151:24	127:25	57:7
local	42:2, 15	45:9	loved	153:10	58:6
28:23	long	49:7	73:25	163:24	65:4
29:4, 13	55:1	53:18	74:2	170:10	66:25
30:22, 25	83:9	54:11, 19	80:23	172:4	67:3
31:25	91:23	55:12	108:19	main	74:22
32:1	94:22	62:25	109:1, 4, 11	48:22	75:17
36:13	98:15	75:19	160:20	157:11	77:15
53:11	163:18	76:9	lovely	maintain	100:13, 15
68:13, 14, 16, 19, 22	longevit	86:20	159:4	155:17	105:3
69:13, 17	y	87:5	loves	maintain	107:6
70:9, 10	29:20	89:21	150:17	ing	108:20
97:23	looked	102:24	lower	94:8	109:2, 14, 18
101:2	129:8	103:1	55:10	155:23	117:9
131:7, 16	lookout	104:2, 8, 9, 13	64:16	maintena	124:12, 20, 21
	26:15	105:8	102:5, 7	nce	127:21
				55:3	129:11,

12, 19	136:17	mass	meetings	152:13	mentor
136:14	managed	136:3	48:1	154:25	166:3
137:17,	135:1	master	162:2	168:16	167:5
21	manager	33:11,	173:17	175:10	mentorsh
151:18,	128:24	15, 19	177:24	memories	ip
19, 22	managers	math	member	92:16	79:19
152:25	86:4	149:25	22:22	107:12	mesh
154:6	managing	Mayfair	68:17	men	23:18
158:19	18:8	97:21	97:22	32:3	messines
164:12	136:15	Mayor	116:1	mental	s
165:9	165:16	51:8	126:20	68:21	164:15
167:23	166:24	Mayor's	131:8	71:11,	met
173:7, 8	manual	20:25	132:22	20 91:1	45:5
makes	110:8	48:23	153:11	94:3	70:21
53:15	Maple	Mccrae	members	95:18	136:22
77:8	133:15	168:19	12:8, 14	96:4, 17	137:24
78:13	Marathon	meant	13:25	104:13	162:4
113:3	133:15	150:25	15:19	125:16	Michael
157:23	March	measures	18:23,	131:6	168:19
making	133:10	17:18	24	140:20	middle
45:12	170:4,	19:9	32:7,	148:6,	176:10
49:15	23	46:15	10, 12,	15	mile
55:25	Marissa	169:18	23 51:3	155:12	113:19
66:5	12:21	173:25	52:2, 12	mention	mileage
67:5	13:16	174:10	62:10	53:9	22:20
120:15	14:6	medal	68:13	56:4	million
169:21	47:3	24:14	71:16	61:14	142:8
male	Marissa'	meet	83:22	mentione	161:20,
135:3	s	114:16	93:8	d	22
man	61:8	127:3	104:8,	25:11	mindful
24:11	markets	163:5	10, 19	49:6	49:2
78:3, 7	89:23	164:4	107:25	58:23	minds
81:16	Marlena	meeting	108:1,	88:8	85:17
82:24	131:6	16:22,	5, 6, 10,	127:15	mine
140:11	139:11	25	14, 18	143:22	21:24
143:22	Martin	44:8, 15	109:4	163:17	misbehav
175:13	74:5	45:2	113:10	mentioni	ing
manage		88:9	114:12,	ng	105:1
15:21		150:2	19	143:25	
49:12			115:10		
			132:14		

miscommu nication s 163:8	month 120:14	18 34:6 63:23	Mummer's 133:16	necessar ily 36:14	neighbor hoods 24:3, 4
misfortu ne 89:16	monthly 47:25	65:19 120:24	municipa l 71:7	necessit y 96:19	25:23 72:18
missed 20:2	177:23	121:2, 15	117:2	needed 18:13	90:9 106:12
missing 42:17	months 33:24	127:6 130:21	murdered 112:11,	46:4	nervous 73:10
95:15	49:10	156:2, 3, 5	19, 21	90:20	150:3
mission 14:20	110:12	159:1	musical 149:23	94:21	170:5
18:20	111:7, 13	162:17	153:6	106:10	network 58:3
19:11	119:9	moved 31:1	myriad 138:8	123:10	102:14
20:10	127:23, 24	155:15, 16		128:24	networks 140:21
Mitchell 72:21	128:14, 16	Movement 131:10	N	140:16	news 123:24
73:2, 4, 13	158:23	159:20	Natalie 132:18	148:9, 15	129:25
MLK 39:13	mopping 136:15	moves 121:23	150:2, 8, 18	166:10	nice 147:5
mobile 162:25	morning 13:7, 8, 14, 23	movie 17:8	153:1, 13, 23	175:23, 24	150:10
moment 44:4	25:8	45:25	156:21	needles 99:21	niece 140:12
94:23	37:2	moving 55:20	157:2	neglect 54:22	night 77:4
moments 94:13, 15	53:5, 6	73:22	158:11, 12	negotiat ed 123:13, 15	90:14
95:11, 25	69:5, 6	101:4	Natalie's 156:25	neighbor hood 29:5	94:25
money 23:15	70:8	158:21	nature 150:14, 17	31:15	109:18
85:3, 7, 13	77:6	much- 18:12	157:19	54:3	170:15
87:1, 4 169:17	78:23	multi- faceted 14:24	navigate 95:25	55:12	176:6, 11
	83:24	multi- generati onal 84:11	136:6	113:16, 18	nights 17:6, 8
	93:7, 8		navigati ng 138:3	134:15	46:1 175:18
	mortar 21:8				noise 177:21
	mother 139:19				
	153:25				
	motor 160:20				
	move 29:12,				

non-recreational	47:20 54:15 86:6 117:8	95:11 offers 125:7	71:10, 19 72:2 104:17	39:10 41:6 98:8,13 114:23	95:3 104:19 120:24 174:15
non-traditional	numbers 47:8 56:21, 23 57:1,20	office 16:2 18:5,8 37:19 41:3 56:9	one-off 48:5 169:13 one-offs 47:23	operation 40:12 112:3	opposed 35:25 42:7 89:13
normal	numerous 76:4	122:10 126:24 171:2 173:19	one-on-one 70:17	operational 17:20 113:1	order 15:3,17 30:13 50:11 141:21 177:6
North	o	officer 42:13 88:24	ongoing 48:4	operations 49:5 50:7 68:4 98:11 121:23 137:7	organizations 21:12
Northeast	obstacle 62:9 63:10	officers 17:4 41:18 42:9	onsite 15:19 18:12 148:17	opportunities 15:6,13 22:8 23:7,8 27:25 30:9 72:16 156:5	organized 17:1
note	obstacles 16:9 48:11	official 56:8	open 15:18 32:10 38:2, 11,16, 25 39:21 52:6 63:13 66:19 85:20 89:22 98:24 99:1 113:2 141:22	opportunities 15:6,13 22:8 23:7,8 27:25 30:9 72:16 156:5	organizing 94:8
noted	occurring 37:16	offset 66:15	opened 23:7	opportunities 19:14 22:4 24:9 29:18 31:3 44:12 50:22 57:16 92:21	outdoor 20:11 133:18
notes	occurs 95:21	OHR 81:21 120:10, 11 162:6, 19,24 163:9	operate 17:7	opportunity 19:14 22:4 24:9 29:18 31:3 44:12 50:22 57:16 92:21	outings 104:6
notice	October 169:3 170:24	older 114:22	operating		outreach 30:19 31:19 32:22 172:22
noticed	offense 62:19	Olney 79:9 80:13			overdose 99:25 110:6
now's	offer 15:5 96:8 125:19 153:17 166:19	onboardi ng			overdue 91:23
number	offering 85:21 90:18				

overheard 135:16	140:2 142:15	parent 166:2	44:23 49:22	165:2 167:7	partners 137:20
overnight 55:17	panel 12:16, 18	parents 21:21 77:11	50:5 53:14 54:17	168:21 174:18 175:5	partnership 16:2,14
oversaw 89:5	63:24 65:20 68:9, 10,12	78:6 105:12 111:19	58:2 60:7, 24 62:5 65:5	Parkside 161:10	partnerships 74:2 166:17
oversees 89:8	70:7 83:20	park 14:25 34:18	70:19 73:5, 23 74:19	part 19:5 24:10 41:24	pass 28:25 61:25 62:3 63:3 102:9 128:18 146:2 162:22
overstated 71:1	100:25 127:7 131:3, 4,5	59:4 107:1, 5,14 117:7	79:5, 13 80:12 81:20 84:2	62:6 101:16, 24 104:7 124:1 130:12 166:12 167:2, 10,12	passed 40:20 41:3 94:23 99:25 128:10
overwhelmingly 92:15	163:16 168:7	122:17 161:1 170:12 174:22, 23	85:1, 9, 14 89:4, 9 93:5, 9, 12, 21, 23 94:6 97:11 106:8, 14 107:7 110:23 116:7 119:17 125:6, 21 132:15, 17, 21 133:10 136:25 148:4 159:12 161:19 162:4 163:18 164:22, 25	part-time 27:15 80:18 partial y 73:15 participate 17:6 137:12 participated 133:24 169:11 parties 164:14	passion 74:6 76:24 passionate 136:24 138:18 past 99:1 109:21 117:20 133:23 134:10 153:20 160:23 161:18
P	panelists 43:21 159:2	177:2, 13 park-user 134:25 Parking 177:15 parks 12:20 13:15, 17 14:3, 15, 20 15:16 19:12 26:19 28:8 35:5			
p.m. 38:18 39:11 99:2 135:20	panels 43:17 panic 116:18, 19 paper 109:7 papers 53:12 paperwork 173:18 par 50:2 Parade 133:17 Pardon 118:2				
packing 111:4					
pain 34:3					
painting 149:24					
PAL 24:7 56:8					
pandemic 20:7 110:22, 24 111:6, 8,13					

162:3	22, 23,	16	perils	perspect	166:8
172:12	25	134:8	134:16	ive	168:25
Pastor	28:3, 8,	137:10	permanen	118:21,	169:5
153:8	22	138:5	t	25	174:6,
path	29:7,	142:23	15:25	perspect	23
21:7	17, 24	143:19	27:15	ives	176:22
pathway	30:4, 14	148:21	31:23	155:8	Philadel
63:14	31:14,	151:2,	63:8	Philadel	phia's
167:7	22	19, 21	67:23	phia	106:11
pathways	32:19	155:15	82:22	16:14,	108:8
16:7	37:7	161:2	97:25	16	Philadel
27:18	46:20	162:16	172:9	44:9, 16	phian
patrol	50:7	163:7,	perpetra	53:13,	113:21
41:19,	55:9	12	tor	17	115:3
25	57:8	177:19	57:18	56:7, 13	Philadel
176:20	60:10,	percent	person	73:5, 23	phians
patrons	12, 19	27:5	26:18	75:24	92:23
95:24	65:11	98:14	31:10	84:8, 12	Phillips
pay	73:14	106:15,	35:8, 14	89:20	12:6, 11
55:10	78:12	20, 22,	57:14	92:2	13:1, 6,
120:6, 7	80:2	24	75:12	93:12,	20, 23
157:9	81:13	107:4	82:16	21	19:18
163:5	82:21	108:1,	150:10,	97:11	24:21
paying	84:1	9, 11,	16	101:5, 8	33:1, 5
103:18	87:12	12, 15,	151:1	104:11	36:19
Pearson	88:4	16, 21,	160:12	105:8	43:4
149:6,	91:16	23	172:20	106:8,	47:9
7, 10	92:18	109:3	173:10,	14	49:18
152:10,	98:18	114:24	16	107:7	51:10
12, 15	99:8	121:7	176:7	110:22	53:9
Pennsylv	101:25	127:10	personal	113:15,	58:16
ania	102:6,	percenta	45:13	17	59:23
81:18	25	ge	personal	117:2, 6	63:17,
people	103:1,	98:8	ly	131:13	21
17:15	5, 15, 23	perfect	81:19	132:21	68:5, 24
20:12	119:14	70:1	156:8	133:9	69:4, 7,
22:18	123:22,	80:20	personne	139:18,	23 70:2
26:3	25	performi	l	20	72:22
27:5,	124:22	ng	20:21	140:1, 9	73:11
	127:16,	87:24		159:20	81:24
	17, 22			164:22	
	129:12,				

82:7, 11	Philly	pivotal	45:22	pocket	policies
83:16	131:10	112:7	play	160:15	34:5
97:14	133:15	place	17:7	point	policing
100:20	141:3	29:7	80:3	40:17	46:9
114:4	philosop	30:4	142:10	76:10	pool
115:6	hy	31:14	151:16	80:5	30:21
117:16	119:5	39:16	154:3, 9	102:5	39:7, 14
118:1, 5, 13	128:7, 20	44:2	played	112:7	53:24
124:23	Phils	92:6	24:12	116:20	54:1
127:5	100:19	101:18	159:6	121:14	82:21
128:15	phone	119:13	players	172:11	94:18
129:6	45:13	140:24	39:19	points	pools
130:19, 24	47:19	141:25	playgrou	34:3	53:13,
131:20, 25	48:5	143:4	nd	poker	16, 20
132:4, 8, 11	49:7	155:16	78:25	23:23	54:3
139:2, 7	117:8	156:6	79:16	police	poor
144:19, 22	physical	places	81:7, 10	16:15,	77:8
145:5, 15	71:11,	25:20	84:7	16, 18,	populati
146:4, 17, 22	21	87:25	99:15	23	ons
147:4, 13, 24	126:1	92:15	117:5	41:18,	127:4
148:25	131:6	100:4, 5	151:11	22	position
152:3	physical	145:25	152:18,	42:3, 13	26:4
154:16, 19	ly	plan	22	44:9,	27:14,
156:11, 15	171:5	33:11,	160:14	12, 17,	15
157:22	pick	15, 17,	168:24	24	29:11
158:24	99:21	19, 20,	playgrou	45:3, 24	31:19,
159:15, 21	pickup	25 34:9	nds	46:12	24
164:18	135:1	35:25	87:23	47:19	32:14
168:3, 12	picture	44:1	99:11,	56:7	73:21
174:8	134:24	45:7	17	57:12	109:21,
	piece	46:12	playing	75:24	24
	42:6, 12	48:9	46:1	76:3, 6	125:21
	86:5	49:6, 9,	plays	88:24	128:3
	pieces	11 59:5	23:6	89:2	159:17
	24:13	101:16	167:12	102:19	169:19,
	pilot	104:5	pleased	116:3,	24
	101:21	110:2, 4	20:24	14, 16	170:1
		planning	plenty	142:23	position
		30:16	21:24	157:24	s
		plans		177:16,	16:6
				22, 24	

25:13, 14, 15 27:7, 20, 24 30:3, 4, 20 31:20 32:10 47:5 61:4, 22 66:16 67:17, 19, 20 72:8 98:13, 15, 17 103:10 106:25 119:6 124:16 128:9 129:3 positive 93:24 167:16 possibil ities 24:17 possibly 12:4 39:4 112:3 Post 80:14 posted 40:12, 21, 22, 24 41:2, 13, 14	postings 162:20 pot 123:2 potentia lly 44:3 171:6 pour 141:11 142:11 poured 141:9, 10 poverty 101:9 134:17 141:23 143:18 PPD 19:4 108:11 135:5 PPR 12:21, 24 16:24 97:24 100:16 169:25 171:11 172:19 PPR's 14:4, 6 18:20 practice 157:12 practici ng	39:18 pray 135:14 predicam ents 77:14 prefer 103:3 prep 146:18, 19, 23 prepared 59:16 163:11 present 72:7 presiden t 69:16 press 116:1 pressure 134:18 pretty 122:22 169:14 170:15 pretzels 17:9 prevent 27:8 62:20 102:2 preventi ng 72:7 97:8	Preventi on 73:7 previous 25:18 116:7 previous ly 16:9 priceles s 24:15 primaril y 136:9 primary 19:4 prior 16:22 44:22 128:21 prioriti es 48:11, 12 prioriti zed 71:3 priority 15:16 88:2, 7 96:5 121:5 privacy 18:17 private 23:16 89:20	prize 160:6 pro 158:5 problem 81:21 162:11 164:8, 9 problem- solver 133:6 problems 83:14 88:10 91:15 procedur es 34:6 proceed 13:10, 21 65:21 68:8 69:9 73:1 82:12 139:4, 8 148:1 168:13 process 29:8, 23 36:9, 16 72:2 86:10, 19, 22 95:3 120:7 127:13, 20 128:6,	13 129:23 130:1 164:16 processe s 72:11 product 141:4 professi onal 95:14 148:16 professi onals 91:2 95:19 96:13, 18 program 25:14 26:24 30:23 57:25 66:9 78:3 82:18 86:21, 22 96:9 101:22 131:8, 17 135:2 137:13 139:14 149:24 153:7, 9 164:21, 25 166:25
--	---	---	---	---	---

167:3, 4, 10 169:12 Programi ng 131:11 programm atic 137:22 programm ing 17:2 73:19 98:10, 12 99:8 100:13 102:12 106:16 109:13 137:9 165:15 166:15 171:17, 20 172:7 174:2, 5 programm ings 166:20 programs 12:25 13:19 14:7, 22 22:12 28:9 34:5 35:20 38:25 61:19 68:3	74:3 85:21 94:8 96:7 133:21 136:21 149:25 151:6 153:4, 18 154:10 165:16 166:16 167:2, 25 169:14 171:22 172:2 progress 58:6 promised 91:10 promote 15:4 promoted 157:1, 20 158:8 promotin g 15:1 promotio n 26:8 promotio ns 26:1 pronouns 159:5	proper 98:22 167:23 168:20 properly 99:5 100:6 propose 114:2 proposed 110:16 proposin g 114:5 protect 107:15 146:13 176:13 protecte d 46:24 protecti ve 62:6, 15 proud 80:6 84:14, 24 168:18 provide 14:21, 23 15:8 18:9, 12 19:8 44:18 72:16 93:24 95:22 104:22	136:3 145:22 156:4 167:1, 14, 15 171:17, 19 172:7 174:5 provided 20:20 122:1 providin g 17:1 166:8, 14 public 15:3 40:13 43:13 53:12 65:14 74:17 94:10 115:22 131:8 139:13 162:7 165:7 pull 173:12 purpose 16:25 push 101:14 pushed 56:12 pushing 44:25	47:2 98:14 put 24:18 32:13 85:17 88:18 100:12 141:25 143:6 158:13 167:19 171:6 putting 30:7 54:1 144:10, 11 Q qualific ations 61:21 63:12 qualifie d 62:3 72:12 quality 14:25 62:25 70:22 166:14 167:11 174:4 question 25:3 33:9 37:11 41:16	42:23 60:3 69:20 106:6 121:11 127:6 145:14, 17, 19 156:9, 19 question s 19:15 24:23 43:16 52:21 63:19 64:5, 6 107:20 115:11, 15 118:10 130:20 131:2 quick 47:16 58:15 107:20 114:20 145:16 155:1, 6 quickly 72:12 90:14 127:19 R Rad 131:16 164:20,
--	--	---	---	---	---

21	rates	reasons	67:17	124:5,	91:9
radar	98:14	172:16	73:6	20	recent
64:10	reach	rebuild	74:6, 21	125:2,	175:12
raise	90:23	88:13,	75:3, 9,	4, 7, 22	recently
59:14	reached	21, 22	25 76:9	128:23	99:14
120:7,	90:19	rebuilt	77:2, 19	129:15	107:25
15	reaching	88:15	78:2	134:6	163:24
raised	45:16	rec	79:5,	140:14	recogniz
14:18	react	19:2	13, 14	141:22	e
raising	36:1	21:5	80:12,	142:9,	35:23
92:4	49:7	22:7, 12	13	24	46:16
Ramp	reaction	25:6	81:20	143:12,	47:11
84:7	107:17	26:2, 14	82:2	15	57:9
ranger	reading	28:23	84:2	144:23	recogniz
174:22,	82:18	29:4	85:9,	145:6	es
23	ready	30:12,	14, 18,	147:10	19:20
175:9	72:13	18	20, 25	148:4	24:25
176:3	real	31:25	87:19	149:6	36:20
177:2	28:5	32:4, 24	88:2, 5	153:2	43:5
rangers	47:16	33:12	89:4,	155:18,	53:1
107:1,	52:13	37:3, 6,	10, 17	24	58:17
2, 5, 14	58:14	8, 12, 25	90:1	157:3,	59:24
122:17	71:23	38:16	92:14	13	115:11
177:25	95:2	39:4, 7,	100:3	158:4	118:14
ranging	107:20	8, 14	101:4,	159:12	155:3
71:18	114:20	40:4,	10, 18	160:7	156:16
rank	realized	13, 14	102:12	161:6,	recogniz
137:11	148:4	41:17,	105:1	9, 11,	ing
rapidly-	150:9	19, 21	111:21	19, 21,	66:18
evolving	reason	43:14,	112:12	23	recommen
70:24	62:13	23	113:19	162:4	dation
rate	112:12	45:5, 24	115:24	165:11,	130:6
25:17	117:18	47:18	116:7,	20, 24	record
66:8	129:20,	48:12	17	166:5	13:10
101:10	21	51:17,	117:22	167:18,	20:5, 23
106:16,	reasonab	19	119:3,	20	63:5
20, 21	le	56:12	17	168:21	69:9
107:4	67:3	60:8, 24	120:25	169:21	72:25
114:24		64:15,	121:1,	172:24	110:18
		18, 19	5, 15, 17	receive	147:15
		65:5, 7	123:17,	85:11	
			22, 25		

159:16 recordin g 77:17 recreati on 12:20 13:15, 17 14:3, 15,21, 22 15:15, 17 16:4 17:2,5, 13 18:18, 21 19:12 21:11 26:17, 19 27:14, 24 28:9 30:19 31:1,18 32:8,18 34:17 35:5 36:13 37:22 44:23 49:23 50:5 53:15 54:17 58:3 62:5 67:18 68:20, 23	70:20 73:4, 16,23 74:10, 18 79:9,15 80:17 81:7 84:6,13 85:2 90:10 93:6,9, 11,13, 15,22 94:7 95:20 96:2 97:3, 12,20, 21 99:20 100:10 105:25 106:8, 15,18, 19 107:7 110:23 111:1 116:24 119:22 120:8 126:19 131:11, 15,17 132:16, 17,20, 21 133:10 136:25 140:10 141:5	152:11 164:23 165:1, 2,3 166:6 167:7 168:22 169:10, 15,25 171:15 172:22 173:5 174:18 175:6 recreati onal 37:17 71:6 101:15 103:7 104:4 125:3, 20 126:5, 6,16 127:1 137:25 139:23 148:18 recruit 30:11 60:6 81:13 82:15 83:8,12 recruite d 80:12 81:5,19	recruite r 166:3 recruite rs 32:6 recruiti ng 26:22 35:11 recruitm ent 79:4 162:25 reduce 15:4 104:25 reducing 63:13 reeks 137:13 referenc es 162:21 referral 102:3 reflecti on 74:19 regard 23:25 65:23 register ing 136:20 registra tion 126:11	regular 89:7 regularl y 41:19 rehabili tation 18:15 reinstat ed 161:4,5 relation s 17:4 relation ship 44:24 46:6,7 83:11 relation ships 47:22 48:5 75:21, 23 relaxed 109:23, 25 relies 173:2 rely 172:18 177:10 remain 85:25 remind 56:11 89:19	reminded 107:10 remiss 105:21 remove 61:11 removed 127:18, 19 128:1 160:24 Renee 174:21 renowned 22:11 rep 73:9 report 80:7 represen tative 93:20 represen tatives 92:19 represen ting 70:9 request 67:3 requeste d 18:13 requesti ng 67:1 require 15:18
--	---	--	---	--	---

61:5	resource	restruct	Rise	RSIS	153:8
63:7	s	ure	131:10	171:14	rushed
136:18	16:3	164:3, 4	risk	Rue	140:3, 4
required	18:21	result	87:21	12:7	
40:21	20:21	18:19	Rittenho	25:1	S
requirem	65:12	retainin	use	43:6	sad
ent	71:13	g	175:14	118:15	150:18
15:22	75:11	25:5	river	132:9	sadly
requirem	134:3, 4	retentio	23:10	156:16	88:2
ents	138:23	n	roadbloc	rule	safe
26:15	141:19	120:18	ks	144:13	15:9
requires	respond	retire	25:4	ruling	16:12
166:15	106:10	31:9	robust	62:8, 22	20:11
resident	110:5,	80:25	26:22	rumbling	46:21
84:12	11	retired	100:7	s	48:25
115:25	response	80:14	171:20	89:1	50:14
resident	12:10	131:12	rocks	run	51:9
s	41:4	retires	137:18	36:8	66:20
14:22	63:20	31:10	role	38:24	75:18
15:10	108:11	returned	166:10,	46:18	86:1
72:16	117:21,	134:23	23	81:8	93:24
resilien	25	135:7	roles	100:16	100:8
ce	125:19	review	171:19	106:19	108:14,
96:12	130:23	127:20	room	133:14	21
resilien	responsi	162:20	134:21	runaway	109:3,
t	bilities	Richards	171:2	134:22	18
97:4, 11	166:22	on	routine	runaways	142:1
resoluti	bility	160:13	68:1	135:8	151:16
on	167:20	rid	routinel	running	154:8
14:10,	responsi	127:12	y	45:25	160:8
11, 19	ble	ridiculo	98:20	74:3	161:8
17:11	35:9, 19	us	99:12	85:18	167:14
122:3,	48:25	110:16	rowing	105:5	safely
25	58:24	riding	23:10	111:9,	20:12
resource	79:17	160:25	RSI	12, 22,	safer
86:2	rest	rings	73:15	25	17:14
104:23	52:1, 17	35:17	75:6	136:21	96:14
126:23	65:3		83:3	runs	100:14
146:12				82:17	138:25
					174:3

safest 88:1	satisfie d 163:11	Scout 78:2	seasons 129:16	Septembe r 38:21	165:8
safety 15:14	Saturday s 113:2	scream 134:22	secret 77:1	66:25	services 18:7,
16:19	scale 55:24	searchin g 137:19	section 84:8	169:6	10,14
19:1,5	scan 42:11	season 16:23	sector 23:16	172:21	102:1,
41:17	44:13	seasonal 15:25	security 19:9	series 128:13,	17
43:13	Scanlon 99:20	26:18	24:6	16	103:5
44:19	scant 134:3	30:3,4,	68:18	servant 107:9	125:8,
46:15,	scars 94:16	21	104:16	133:3	17
17 47:1	scary 77:8,20	31:22	116:22,	servants 144:3	139:16
56:6	school 21:18	32:7,21	24	serve 14:1	140:24
65:14	81:14,	65:17,	117:19,	92:22	166:9
71:2,10	22	23	22	96:25	serving 96:11
84:23	89:21	66:2,14	174:10	133:23	134:8
87:17	98:3	67:15	seemingly y 172:11	165:13	set 89:4
98:6	111:14	82:16	select 29:24	served 133:17	setting 126:9
99:11	127:2	110:9	send 102:8	165:3,	settle 92:24
115:22	131:14	112:15	111:20	15	shaken 94:20
118:22	140:4	136:11	senior 98:2	service 18:19	shaking 56:15
162:8	142:22	169:4	seniors 105:13	31:5	shame 159:25
167:12	147:16,	172:10,	109:14	54:16	share 33:15
169:18	20	14,25	114:17	62:7,15	44:3,6
173:24	148:21	173:3,	sense 113:4	94:10	shared 126:20
safety's 175:7	172:2	7,9	157:23	103:11,	sharing 32:9
safety- enhancin g 17:18	scooped 86:23	seasonal s 30:25	SEPTA 164:2	13,14	130:2
salaries 161:17	score 162:21	61:15		105:10	Sharon 150:20
163:5		63:8		120:14	shift
salary 119:18,		66:21		133:2	
21		67:2,9		143:10	
Sandusky 62:7		172:19		144:11	
sat 45:20				145:24	
				146:3,	
				13	

87:13	110:9	similar	159:11	58:10,	148:18
135:11	showed	114:6	situatio	25	society
151:5	90:14	115:23	ns	59:15,	70:25
shifts	shown	simple	94:12	19	soda
133:12	95:10	53:23	136:7	60:25	21:4
Shiloh	shows	152:22	165:23	61:7	55:15
149:5, 9	85:12	Simply	Sixth	slow	solely
152:8	shuffled	85:16	24:11	81:21	138:21
ship	155:10	single	size	small	solo
20:22	shy	113:15	37:5	171:1	176:20
shoes	150:3	115:3	86:9	smaller	solution
81:11	siblings	130:10	skill	28:2	s
shooter	168:17	sir	160:21	Smith	19:8
122:7, 9	side	61:2	skilled	117:5	28:18
shooting	66:9	sister	98:11	131:6	solve
90:1	159:9	18:5	skills	139:5,	164:8, 9
99:14	sides	sit	25:15	10, 11	someone'
shooting	175:3	45:6	28:10	144:21,	s
s	sign	site	122:24	25	103:18
95:7	41:23	87:10	153:10	smoking	sort
110:5	42:21	88:14	Slawson	151:10	158:6
116:10	76:8	89:18	12:19	snacks	sorts
140:8	signed	100:6	13:13,	75:15	29:20
142:19	76:5	136:17	14, 22	snatched	source
Shop	signific	sites	14:1	81:22	170:20
132:23	ant	84:17	19:19	163:19	South
short-	58:5	91:3	30:1	social	117:5
staffed	136:18	166:18	32:2	18:3, 9,	space
140:17	signific	sitting	33:22	19 71:6	37:3,
shot	antly	50:23	34:11	91:2	19, 22
89:18	70:21	75:16	37:4	95:19,	74:23
112:20,	signing	93:1	38:12,	22 97:2	138:25
21	42:17	situatio	19 41:7	101:14,	167:15
140:11	signs	n	42:1	17, 23	spaces
show	41:13	82:19	43:11	125:18	15:9
74:14	silence	116:2	44:5	139:22	20:11
79:17	104:12	119:7	47:10	140:14,	37:16
87:10		134:6	48:20	19	64:25
102:10		135:22	56:20	143:6,	
			57:5	8, 9, 10	

74:17	109:7,	26:24	163:1	162:12	72:25
93:25	20, 22,	27:10	166:15,	164:4	147:14
100:8	25	30:6	18	167:22,	159:16
speak	138:22	32:3, 7,	171:7,	24	stated
12:9	spent	12 34:2	11, 16	169:18	77:7
84:14	21:3	46:22	172:9,	171:4,	statemen
93:19	137:19	48:2	10	12	ts
147:23	spoke	61:17	174:1,	173:24	34:14
152:16	42:3	63:9	4, 19	174:3	station
SPEAKER	sport	64:24	175:10,	stages	76:4
156:22	79:18	65:6	15	34:8	statione
speaks	sports	66:20	176:18,	stakehol	d
43:8	15:6	68:2	19	ders	84:6
78:8	80:3	71:5,	staffed	74:1	168:23
spec	149:24	11, 19	37:7	114:13	staunch
26:14,	spot	72:12	99:5	start	168:20
22	77:4	73:8	161:21	106:4	stay
special	173:14	75:12	staffers	119:23	19:11
104:2	spouse	84:16	162:19	128:23,	51:7
specialt	109:1	86:5	staffing	25	70:3
ies	spraygro	92:20	14:12	160:25	87:14
166:19	und	93:21	15:21,	started	157:17
specific	135:19	94:4, 20	23	54:1	158:4
17:5	Square	95:24	16:11	57:2, 24	163:13
39:13	160:14	97:9	33:14	73:14	step
101:22	175:14	98:24	75:11	74:25	150:12
126:15	stabbed	106:9,	78:1	75:2, 7	166:9
127:4	175:13	18	82:14,	79:8	steps
156:19	stable	112:5,	20	81:12	76:13
specific	20:22	16	84:23	83:1	steward
ally	staff	113:3, 9	85:16,	111:15	68:19,
17:12	15:15,	114:18	23	119:25	22
89:4	18, 25	116:1	87:19	165:1	132:24
148:9	16:24	122:2,	96:16	170:4	139:13
162:24	17:15	23	97:1	starts	stop
specs	22:4	124:4,	98:6, 9,	85:19	47:6
16:4	23:21,	13, 21	22 99:3	87:13	123:3
27:2	22	142:6	100:7	state	154:9
61:10	25:5, 24	143:3	121:23	13:9	157:12
		153:15	138:22	69:8	
		154:9	159:12		
		161:16			

stopped 135:9 151:7	struggle s 25:4	120:9 suburbs 28:2	73:19 83:1, 2, 3 87:6	supervis ors 86:4	96:15 97:4
stopping 42:9	struggli ng 152:24	success 79:3 80:2	94:18 111:10, 12	90:13 157:5, 14	supports 78:10
stops 88:24	student 83:7 111:18	successf ul 22:11	126:9 148:2 151:12	176:5 support 12:1	supposed 42:2 109:12
story 161:6	students 115:20 131:23	suffer 104:9, 12	153:25 154:8, 12	18:1 32:11 34:20, 24	surely 91:9
strategi c 28:6 33:25 34:8 48:9	studies 149:14, 21	sufferin g 126:13 142:13	172:3 175:13 summerti me 40:5	35:16 48:16 49:13 66:5 68:3	surround ed 89:21
strategi cally 15:24	study 145:22 146:5, 7, 14	Sugaring 133:16	sums 85:7	71:21 78:11 93:5	surveyed 107:25 108:5
strategi es 16:17	stuff 120:13 122:12	suggesti ng 141:21	Sun 131:9	94:21 95:12, 14, 23	survival 138:2
streamli ned 72:1 164:16	Sturgis 78:25	suggesti ons 19:16	Sundays 113:2	96:10 97:7 123:9	survive 136:5
street 117:7 133:14	subject 99:12	suicides 95:7	Sunrise 159:20	148:11, 23 163:6	Susan 12:19 13:14, 25
streets 134:19	subjecte d 135:15	summer 16:23 21:18	super 123:2, 8	175:21 supporte d 35:10	sustaina bility 158:9
stress 15:4 94:12 135:13 136:4	submit 120:10	23:12 37:24 38:2, 13, 15, 24 39:9	supervis ing 170:7	124:9 supporte r 85:1	sustaina ble 120:3
stronger 97:10	submitte d 110:12	40:9 44:21 45:1, 8, 23 61:18	supervis or 78:24 81:9 173:20	supporti ve	sweeping 136:14 swim 169:12 swimming 39:8 swivel 135:25

system 14:25 28:13 31:2 34:4, 16, 21 36:8, 18 59:4 60:5 80:17 89:3, 6, 7 98:2 99:16 102:18, 22 107:3, 13 138:4 171:23	taking 96:23 126:10 160:9 166:21 172:10 talents 81:5 137:3 166:18 talk 20:9 29:22 47:1 56:5 90:20 94:1 109:19 110:18, 25 149:11 150:14 156:10, 12 157:25 164:13 talked 53:25 talking 41:11 79:7 107:21 116:21 158:11 talks 22:23 tandem 50:3 51:7	tap 89:14 task 114:5, 9 130:6 164:12 tasked 20:8 84:20 138:6 tattoo 153:8 tax 21:4 55:15 taxpayer 139:18 Teacher/ ad/coach 131:13 teachers 111:23 team 47:4 50:6 60:15 169:12 teams 21:17, 24 23:5 24:11 Tech 123:14 technolo gical 42:6 technolo gy	163:3 teen 17:6 169:7 teenager s 105:12 151:8 154:1 171:21 teeterin g 137:5 telling 107:12 Temple 83:7 temporar y 26:18 tend 66:13 tenure 54:23, 25 terrifie d 175:15 test 28:25 73:21 82:3 128:10, 18 144:13 145:24 146:2, 9	testifie d 25:19 130:8 testify 12:17 14:9 19:14 68:11 131:3 145:4, 11 testifyi ng 131:23 testimon ies 17:23 115:8 125:1 testimon y 13:11 14:16 63:23 68:7 69:10 71:16 73:1 76:17 79:2 83:17 97:15, 16 118:18 139:3, 8, 21 148:1 160:5 168:4,	14 174:16 tests 162:21 text 14:18 Thankful ly 136:4 thanking 133:1 That'll 158:8 therapis t 125:16, 21 126:16 148:19 therapis ts 71:7 95:20 96:2 97:3 101:15 103:7, 22 104:5 125:4, 7 126:5, 6 127:1 139:23 therapy 18:3, 9 thereof 21:5 thing 25:21
systems 102:16 103:1 177:20					
T					
table 13:3, 5 69:1, 3 72:24 131:19 147:12 168:11					
Taony 170:12					
tad 170:10					
takes 127:23, 24 155:13					

48:7	100:3	threshol	111:2	29:1	token
77:25	110:11	d	116:13	165:25	102:9
80:21	112:4	62:17	119:10	titles	told
123:11	122:2,	102:15	125:23	166:1	88:7,
149:15	10	thrive	129:1	today	11, 19,
155:20	123:1	35:1	133:7	13:12	23 89:1
176:23	125:20	100:8	135:20	14:4, 9	151:4
things	126:3,	thriving	136:18,	17:24	153:24
20:15	22	71:14	20	19:17	172:13
26:12,	152:23	throw	137:19	21:6	toll
25	155:15	134:21	140:7,	46:25	155:12
27:8, 12	157:24	Tiffany	15, 22	65:11	tomorrow
28:19	175:7	112:10,	141:1, 8	70:17	169:3
29:21	177:4, 7	13, 18,	144:9	71:15	171:15
35:2,	thinking	20	149:12	76:16	tools
21, 24	34:13	time	153:12	79:2	123:7
39:16	38:4	14:23	159:13,	84:10,	169:22
40:3	thought	16:1	24, 25	19	tooth
44:20	23:9	19:10	166:2	85:11	83:10
51:16,	47:17	21:3	168:1	90:8	top
19, 20	64:17	26:7	170:2	91:16	48:10
52:2	74:13	27:17	173:4	93:1, 19	101:8
53:8, 24	thoughtf	51:1	time-	94:1	119:5
54:14	ul	56:16	consumin	98:4	128:22,
55:16	152:20	57:3	g	100:17	25
61:13,	thoughts	64:25	137:23	106:6	163:13
23	43:20	66:1	times	107:8	top-down
62:17,	threat	67:13	24:1	114:2	128:8
18 64:9	136:2	69:20	29:19	115:8	topic
65:10,	threaten	74:5	74:23	125:13	58:20
24	ed	75:6	75:12,	133:8	82:5
66:10,	134:12	86:3	16 76:4	145:7, 8	topics
17	threats	87:8	87:5	147:23	65:21
67:12	95:8	88:19,	90:21	151:16	84:19
76:13,	110:6	24	99:22	168:2	total
22	three-	97:13	102:23	169:17	88:13,
77:18	33:10,	99:23	153:14	174:16	21
81:2, 15	16	100:17	162:15	toilet	161:22
82:23		105:5	177:10	136:14	
88:16		108:11	title	toilets	
92:12			28:24	136:12	

totally 58:20	79:11 163:5	training s 146:7	trees 170:14	typical 134:11	unfair 146:11
touch 87:17 91:5 101:3 103:22 112:2	trades 25:15 28:10 98:11 tragedie s 125:8 trained 22:14 96:17 124:4	transfer 150:24 transfer red 77:3 transfer s 29:16 transiti on 75:9 transpor t 177:6 transpor tation 142:21 trash 136:15 trauma 94:21 95:21 125:19 135:16 141:14 142:13 traumati c 94:11 112:17 treat 103:2 treatmen t 18:15	trip 39:6 tripped 143:13 trips 151:6, 23 153:20 troop 74:4 78:7 troublin g 153:15 truck 160:18 177:5 true 19:11 51:14 110:22 137:22 turn 160:21 173:17 turned 79:19 turning 18:18 135:19 two-and- a-half 79:23 type 79:22 153:18 177:6	U ultimate ly 167:6 umbrella 35:24 unaccept able 85:17 underres ourced 137:16 underspe nding 66:15 understa ffed 24:2 86:15 137:16 understa nd 19:3 23:14 51:24 75:2 125:14 143:14 understa nding 52:22 66:7 understa tement 135:13	unfold 159:10 unh-unh 55:10 unhoused 99:19 UNIDENTI FIED 156:22 union 68:14 69:12 74:8, 12 79:2 110:3 116:6 118:20 168:17 unions 114:11 145:22 unique 166:18, 20 United 21:15 Unity 133:15 Universi ty 81:18 unlike 113:13 unlock 38:17 unlocked

40:1	152:11	vacancy	105:18	voluntar	waitlist
unnotice	usership	25:17	violence	ily	143:2
d	110:24	29:10	19:1,6	20:3	walk
24:8	utilizat	31:11	73:7	voluntee	51:3
unrest	ion	66:8	78:18	r	77:22
20:17	104:6	98:14	99:13	21:11	137:11
unsafe	utilize	104:20	104:25	143:20	171:5
88:4	21:13	106:15,	105:9	voluntee	walked
111:24	124:7,	20,21	violentl	red	76:6
161:1	22	107:4	y	20:13	walking
unseen	177:7	114:24	175:11	voluntee	100:1
103:25	utilized	127:10	virtual	ring	wanted
untangle	37:17	157:21	111:18	60:15	43:12
163:23	102:20	vacant	vision	voluntee	48:8
unused	utilizin	106:25	21:1	rs	54:13,
85:8	g	valuable	visit	34:15,	14 56:3
update	123:25	168:5	37:25	20	65:18
56:18	utmost	vast	52:10	35:10,	74:10
updating	85:24	107:13	65:6	11	79:17
33:25		Verizon	91:3	36:7,12	80:25
upgrades	V	123:16	visiting	60:4,6,	82:1
49:16	vacancie	124:2	53:19	22	87:16
50:17	s	vested	visitors	61:14	101:3
upset	15:21	103:14	15:2,14	144:1	105:3
150:5	28:7	viable	visual	145:20	110:8
urge	29:7,15	86:16	133:18	146:9	117:17
97:5	30:8,	vibrancy	165:17		127:8
urgency	13,15	137:3	visualiz	W	132:1
70:25	31:8,9	Vice-	e	wage	175:2
urgent	85:15	69:15	64:22	120:4	warehous
71:25	109:23	Vice-	vital	wait	es
urine	120:23	chair	71:14	39:23,	111:4
137:14	121:13,	13:24	166:9	25	warming
usable	17	51:13	void	80:10	58:22
170:9	127:11	53:2	20:9	162:15	59:9
user	129:19,	64:13	121:1	waited	warrante
147:10	22	Vice-	volumes	135:5	d
149:6	162:18	presiden	78:8	waiting	91:4
		t		163:17	

Washingt on	weekend	wholehea rtedly	woman	75:5	worker
12:21	98:21	18:1	135:6	76:9, 20	30:19
13:16	weekends	17:17	women	78:9	31:19
14:6	175:18	wide	32:4	81:20	83:2
25:7, 9	weeks	90:18	women's	87:22	136:11
29:6	94:22	wife	135:4	88:5	148:18
30:17	111:6	80:24	won	89:19	172:23
32:16	112:25	wild	157:7	96:22	173:8, 9
33:18	120:3	122:20	wonderin g	98:20	workers
36:4	136:10	Wilson	56:17	104:20	18:4
61:12	172:13	117:7	wooded	108:15,	32:22
65:22	well-	windows	89:22	21	55:6
waste	68:21	170:9	word	111:20	65:17,
99:23	71:1	Winfield	130:10	119:15	23 66:2
watch	94:3	149:5,	words	128:25	67:15
134:15	well- being	10	143:13	134:5	71:6, 8
watching	15:1	152:10,	work	136:25	83:12
173:21	well- kept	15	15:20	137:7	87:19
water	34:23	winter	16:12	142:2	91:2
17:8	well- oiled	87:7	17:13	144:7	95:19,
54:6	158:22	Wister	19:4	145:8	22 97:2
75:16	wellness	79:15	21:18,	158:18	101:14,
ways	15:12	81:10	22	166:6,	17, 23
28:19	138:8	witnesse d	22:4, 13	10, 11	118:20
74:14	West	140:13	23:23	171:24	125:19
124:1,	59:7	142:19	28:2, 22	175:16,	139:22
7, 10	Wharton	172:12	32:4	17, 21	140:14,
135:22	160:14	175:10	34:17	work- based	19, 20
weapon	whatever 's	witnesse s	43:10	167:1	141:9
135:10	176:14	13:4	44:17	worked	143:7,
weave	wheelcha ir	69:2	45:7	80:19	8, 9, 10
23:20	126:2	131:18	50:8, 12	133:12,	172:25
56:10		147:11	51:23	14	173:3
week		168:10	56:9	134:2	workforc e
80:20,		wives	62:11	141:5, 8	72:15
22		109:16	65:4	153:7	165:18
98:25			66:2	160:13	166:24
175:18			72:13	165:4	167:4
			74:7, 12	169:6	working
					28:1

29:10	workshop	31:21	23	younger	
33:24	s	yearly	174:24	83:8, 11	
35:12,	138:9	23:11	175:8	youth	
18	worry	years	young	17:7	
36:1, 13	109:2	25:16	22:18	21:16	
47:7	173:21	26:5, 12	35:18	24:12	
49:11	wrong	27:1, 17	36:21	43:24	
50:7,	135:23	31:6	37:1, 10	60:16	
20, 23	Wyoming	34:10	38:14	61:25	
56:1	169:8	50:15	39:12	68:15	
62:20		53:10	41:15	79:8	
70:14	Y	62:8,	43:2	105:11	
73:25		14, 23	46:19	108:8	
79:20	y'all	65:25	59:25	109:14	
80:21,	143:23	66:23	60:1, 20	114:17,	
22 92:3	145:1	67:9, 20	61:3	22	
94:6	year	79:12	78:3, 7	134:13,	
100:18	33:17	85:5	80:2	15, 16	
111:3,	61:16	88:7	81:13,	147:3	
15	62:17	91:24	16	167:4,	
112:13	66:22	93:15	82:24	5, 11, 14	
148:3	67:25	97:25	86:16		
157:6	68:1	99:21	87:9	Z	
167:21	86:17	103:14	88:4	zip	
175:1, 9	89:15	107:8	92:18	113:17	
176:7,	90:22	109:21	94:18	zone	
20	93:17	112:8	105:12	150:13	
177:13	111:15	116:12	107:19		
workouts	120:10	117:3	112:2		
39:20	122:8	133:13,	114:21		
workplac	158:1,	24	115:12,		
e	15	136:22	13		
73:6	160:23	140:6	117:14		
78:17	161:13	147:19	118:9		
works	162:3	157:4	132:9		
47:3	172:3,	158:5,	140:11		
49:23	22	6, 16, 23	145:12,		
61:24	year-	160:13	16, 18		
67:21	and-a-	165:4,	146:6		
158:17	half	20	155:4, 5		
		169:2,	175:13		



ANTHONY PHILLIPS

9TH DISTRICT COUNCILMEMBER

PARKS, RECREATION AND CULTURAL AFFAIRS

September 30, 2024

Agenda Items

Bill No. 240422 – Authorizing the Commissioner of Parks and Recreation, on behalf of the City of Philadelphia, to enter into a multiyear agreement with Cosmic Catering, LLC, for the management and operation of the Lloyd Hall Recreation Center Café, all under certain terms and conditions.

Bill No. 240392 – Authorizing the Committee on Parks, Recreation and Cultural Affairs committee to hold hearings on ensuring Recreation Centers have the full complement of staff needed to respond to the diverse challenges of Philadelphia neighborhoods.

Continues to the next page.



City of Philadelphia

City Council
Chief Clerk's Office
402 City Hall
Philadelphia, PA 19107

BILL NO. 240422

Introduced May 9, 2024

Councilmember Jones

**Referred to the
Committee on Parks, Recreation, and Cultural Affairs**

AN ORDINANCE

Authorizing the Commissioner of Parks and Recreation, on behalf of the City of Philadelphia, to enter into a multiyear agreement with Cosmic Catering, LLC, for the management and operation of the Lloyd Hall Recreation Center Café, all under certain terms and conditions.

THE COUNCIL OF THE CITY OF PHILADELPHIA HEREBY ORDAINS:

SECTION 1. The Commissioner of Parks and Recreation, on behalf of the City of Philadelphia, is authorized to enter into a multiyear agreement with Cosmic Catering, LLC, for the management and operation of the Lloyd Hall Recreation Center Café, pursuant to terms substantially set forth in Exhibit "A" of this Ordinance.

SECTION 2. The City Solicitor is hereby authorized to review and approve the multiyear agreement authorized by this Ordinance, which multiyear agreement shall contain such terms and conditions as the City Solicitor shall deem necessary and proper to protect the interests of the City of Philadelphia and to carry out the purpose of this Ordinance.

City of Philadelphia

BILL NO. 240422 continued

EXHIBIT A

Terms of Proposed Multiyear Agreement For Management and Operation of the Lloyd Hall Recreation Center Café

- 1. Concessionaire:** Cosmic Catering, LLC.
- 2. Licensed Area:** Lloyd Hall Recreation Center Café.
- 3. Purpose:** Café Management and Operation.
- 4. Commencement Date:** November 6, 2022.
- 5. Term:** The Initial Term of the Agreement shall be for five (5) years. The City may exercise the option to renew the Term with a Renewal Term of five (5) years.
- 6. Concession Fee:** Concessionaire to pay Concession Fee pursuant to the Agreement.
- 7. Capital Improvements:** Concessionaire will make improvements to the licensed area subject to the approval of the Department of Parks and Recreation and pursuant to the Capital Investment Plan submitted in the Concessionaire's proposal, attached to the Agreement.
- 8. Equal Economic Opportunity:** In accordance with an executed Antidiscrimination Policy attached to the Agreement.

City of Philadelphia



Council of the City of Philadelphia
Office of the Chief Clerk
Room 402, City Hall
Philadelphia

(Resolution No. 240392)

RESOLUTION

Authorizing the Committee on Parks, Recreation and Cultural Affairs committee to hold hearings on ensuring Recreation Centers have the full complement of staff needed to respond to the diverse challenges of Philadelphia neighborhoods.

WHEREAS, Decades of disinvestment and underfunding leave many recreation centers lacking adequate resources and services needed to create a safe, nurturing, and inclusive environment for all members of the community; and

WHEREAS, Fully staffed and funded recreation centers can serve as the lynchpin for community transformation; and

WHEREAS, Recreation Centers can be equipped and staffed to serve as community hubs and systems to address trauma, mental health, and at-risk youths all within a safe and nurturing environment; and

WHEREAS, Social workers can provide their community with counseling and guidance, help at-risk youth, and be a bridge between communities and external and internal services; and

WHEREAS, Recreational therapists can assist with both physical and mental health by facilitating physical activity, social interaction, and community building; and

WHEREAS, Municipal guards will make sure that the recreation centers and parks are safe environments for everyone and assist with avoiding and resolving conflict; and

WHEREAS, Through holistic community-facing policy can the City of Philadelphia adequately create a safe environment in our parks with recreation centers that have the resources to assist children, youth, and all members of the community, thus, City Council authorizes the Committee on Parks, Recreation and Cultural Affairs committee to hold hearings to ensure Recreation Centers are equipped to respond to the diverse challenges of Philadelphia neighborhoods; now, therefore, be it

City of Philadelphia

RESOLUTION NO. 240392 continued

RESOLVED, BY THE COUNCIL OF THE CITY OF PHILADELPHIA, That it hereby authorizes the Committee on Parks, Recreation and Cultural Affairs committee to hold hearings on ensuring Recreation Centers have the full complement of staff needed to respond to the diverse challenges of Philadelphia neighborhoods.

City Council Testimony
Committee on Parks, Recreation, and Cultural Affairs
Susan Slawson, Commissioner, Department of Parks & Recreation
Testimony on Bill No. 240422
September 30, 2024

Good afternoon, Committee Chair Phillips, Vice Chair Bass, and committee members. My name is Susan Slawson, and I serve as Commissioner for the Department of Parks and Recreation ("PPR").

I am pleased to submit written testimony before you today on behalf of Mayor Parker's administration and the Department in support of City Council Bill No. 240422, introduced by Councilmember Jones. The bill would allow PPR to enter into a multiyear agreement with Cosmic Catering, LLC, for the management and operation of the Lloyd Hall Recreation Center cafe called Cosmic Café.

Cosmic Café is presently operating under a November 2022 Concession Agreement with an Initial Term of one year with three annual Renewal Terms. The Initial Term of the Concession Agreement will convert to five years if this ordinance is approved and becomes law, with the City having an option for a second five-year renewal term. Cosmic Cafe has responsibility for all utilities, maintenance, and repair costs for the café space and provides a guaranteed annual concession fee of \$18,000 plus a percentage of gross revenue ranging from 1.25% to 5% depending on the source of the revenue.

Cosmic Café has been operating at Lloyd Hall since April 16, 2011, having won two separate RFP processes, and has been a welcome amenity on the Lloyd Hall campus. Park users, including the rowing community, the free sports leagues at Lloyd Hall, and the hundreds of thousands of recreationalists on the Kelly Drive Recreation Path, have had the opportunity to rest and refresh at Cosmic Café. In 2021 Cosmic Café opened the Ciderhouse on the terrace at Lloyd Hall. The Ciderhouse serves wines, beer, and hard cider produced in Pennsylvania. In 2023, Cosmic also introduced a successful seasonal food and beverage garden on the lawn near the Water Works complex.

In terms of community programming, Peg Botto founded Cosmic Foundation, which trains people with developmental disabilities in maintenance and food and beverage service positions. Cosmic Café employs several individuals with developmental disabilities. Cosmic Café has been a great partner with Parks & Recreation. It assists with grounds maintenance and public restroom cleaning at Lloyd Hall and has supported Parks & Recreation and other City departments with catered meetings and events.

Lastly, I would like to mention that Cosmic Catering LLC is a certified, 100% women-owned business. Cosmic Catering's participation percentage exceeds the participation requirements set forth in the RFP for this concession.

With that said, I thank you for allowing me to testify. I look forward to your questions.

City Council Testimony
Committee on Parks, Recreation, and Cultural Affairs
Susan Slawson, Commissioner, Department of Parks and Recreation
Testimony on Resolution No. 240392
September 30, 2024

Good afternoon, Committee Chair Phillips, Vice Chair Bass, and committee members. My name is Susan Slawson, and I serve as the Commissioner for the Department of Parks and Recreation ("PPR"). I am joined today by PPR First Deputy Commissioner of Administration Marissa Washington and PPR Deputy Commissioner for Programs AnneMarie Dunne.

I am here today to testify on Resolution No. 240392, a resolution authorizing a hearing on staffing levels, including the inclusion of new job classifications, at the Department of Parks and Recreation. Throughout my testimony, I will do my best to address the several issues raised in the text of Resolution No. 240392.

The mission of Parks and Recreation is to provide the City's residents with recreation programs for their leisure time and provide communities with a multi-faceted park system that enhances quality of life while promoting well-being for visitors. In order to improve public health, reduce stress, and promote a more active lifestyle, we offer many opportunities for sports and leisure for children and adults of all ages. Our goal is to provide spaces that are clean and safe, allowing residents to enjoy themselves while engaging in wellness and enriching opportunities.

The safety of our visitors and staff in our recreation centers and parks is a key priority. In order for a recreation center to open, we require that two staff members be on site. While we aggressively work to fill our staffing vacancies, we manage to adhere to this requirement by ensuring equitable staffing coverage by strategically using permanent and seasonal staff. At the same time, in partnership with the Office of Human Resources, we have changed the specs for the recreation leader trainee and other entry-level positions to create additional pathways to full-time employment and to decrease some of the obstacles that existed previously.

In addition to ensuring adequate staffing at our facilities, we work to ensure safe facilities through our deep partnership with the Philadelphia Police Department (PPD). Along with the PPD, we have developed several strategies for the police and community to engage in an effort to address safety concerns.

As an example, a leadership meeting was held prior to our summer season with the police command staff and PPR leaders. The purpose of this meeting was to collaborate on providing organized programming at recreation centers. Captains assigned community relations and district officers to specific recreation centers to participate in our teen nights, play basketball with youth, operate movie nights, and give out water ice and pretzels.

We absolutely agree with the intent of this resolution, specifically that there is more work to do to make our recreation centers safer for everyone – including staff and the people who use our facilities. We must explore a wide array of safety-enhancing measures and execute them in a way

that fits both our operational needs, as well as the needs of the community, and we look forward to listening to other individuals' testimony today.

Also, while we wholeheartedly support ensuring more children and families have access to therapy and social workers, it must be noted that our sister departments in the Office of Children and Families and the Health and Human Services cluster of the Managing Director's Office already provide therapy and social services in community locations that are best situated with the on-site experts to provide much needed and often requested services — like behavioral health treatment and rehabilitation. In addition to concerns around privacy and liability, turning recreation centers into social services hubs could result in mission creep, diverting PPR's limited resources from recreation and leisure.

Like the members of this committee and other members of Council, we are very concerned about the violence and safety issues in and around rec centers. We also understand that while our work with the PPD is the primary way to address safety issues, in particular gun violence, we are committed to exploring various other solutions that may provide additional security measures, while at the same time, still allowing us to stay true to the mission of PPR.

We appreciate the opportunity to testify, and we welcome any questions the Committee may have.

Name: Jameele Mitchell

Title: DC47 Workplace Violence Prevention Coordinator and 2186 Staff Rep (Formerly a Rec Leader 3)

Phone: 267-972-8750

Email: JMitchell@DC47.org

Good morning my name is Jameele Mitchell and I am the Local 2186 Staff Representative and Workplace Violence Prevention Coordinator for District Council 47, and I am happy to be here with you all today.

In 2011 I began my journey with Philadelphia Parks and Recreation as a seasonal employee and worked my way up through the ranks ultimately becoming a Recreation Leader 3 (facility supervisor) at Awbury Recreation Center. Throughout my career with PPR I took great pride in and loved working with communities, my coworkers, and all the various stakeholders to address the needs of Philadelphia's youth.

One of the greatest ways a city can show its love for its citizens in the way it cares for its employees and public spaces. When the public enters recreation centers and parks they should see that reflection of care.

I have a great appreciation to the many family members, teens, and community members and family who have helped me along the way. Some stayed with me until my center closed so I would not be there by myself. Others donated snacks and water for the kids who came in out of the center. Many others gave me supplies that I could give to kids and families who needed items for school etc. These actions showed me the importance of support from the community but also the lack of it from the department. Whether intentional or not too many Rec Centers are going without: A/C, Heat, cameras, proper lighting, safe exits, clean up to date restrooms,

It takes tremendous effort from an entire team of individuals to make a rec center thrive. Unfortunately, throughout the years my coworkers and I have experienced the many ills of understaffing and purposeful ignorance in addressing the glaring problems within PPR.

I have had opportunities to attend training and classes to grow in this field, but the lack of coverage has been an obstacle. Not to mention being sick or wanting to take vacation.

As many of my co-workers I have responded to a shooting at my facility, had people come to my site with a weapon, and de-escalated fights. Praying for officers to come before it got worse. One Friday I came to work there were police cars blocking the entrance to my center on both sides of Ardleigh St. There had been a shooting in the area and the PPR had

not been informed. My caretaker was in the building working and had not been informed of the situation. The suspect could have easily entered the building to hide or harm the caretaker. At the same site teenagers came and kicked the window in and entered the building nothing was damaged once they saw the camera.

We as recreation leaders have shared experiences no matter where our center is located. Some of sites had resources that others lacked. Some require language assistance. Other behavioral and mental health supports. Some need financial support to start or continue programs.

Its not all bad....My family call me to makes sure I was safe when that heard about a shooting on the news. I have also had family show up when my new site opened, or my program was on the news.

In my time with Philadelphia Parks and Recreation I had opportunities to learn about other Parks and Recreation departments that utilized the ideas of their recreation leaders and created amazing programs. Increased staffing allowed for communities to have programs run morning and evening without over working the staff. Where their police department was active and engaged in the center and created a true safe space for the community. Funding was also invested to provide resources such as social workers and recreation therapists and laundry services.

Today you'll hear about how many of our members have gone above and beyond their communities. Sometimes at the toll of their own mental health and well-being. We respond to acts of gun violence, routinely attempt to de-escalate violent situations, use first aid, and call 911 for assistance time and time again.

You'll hear about inadequate lighting, outdated or faulty security camera systems (if they exist at all). Unreliable HVAC systems that continually fail creating uncomfortable working conditions.

Every day we are on the frontlines responding to the needs of Philadelphia's youth. We provide shelter, food, and the safest environment we can for them to thrive. As Recreation Leaders, we work every day to provide high-quality consistent programming, but that cannot be achieved without increased staffing resources such as security guards, social workers, recreational therapists, and more.

Name: Natalie Felix-DiDonato Recreation Leader 2

Phone: 267-736-8298

Email: nataliedidonato@gmail.com

Greetings esteemed members of the Committee for Parks, Recreation & Cultural Affairs,

My name is Natalie Felix DiDonato and I am a Recreation Leader 2 for Philadelphia Parks and Recreation.

I want to begin by thanking you for your service. I know from experience as a civil servant, feeling more like the complaint department instead of a problem solver or an activist, so I am very grateful for your time and for you hearing from us today.

I have been with Philadelphia Parks and Recreation since March 9, 2015. I have been deployed to five centers, and have worked shifts at three others. Over the years, I have worked the Broad Street Run, the Philly Marathon, Unity Cup, maple sugaring festivals, and the Mummers Parade. I have served on our Communications, Visual Arts, Outdoor Experiences, Literacy, and Esports committees. All while administering and facilitating programs and events at the centers where I serve. This is to say, in the past 9.5 years I have participated fully in my department's initiatives, wherever I've been called.

I have worked in facilities with scant resources, and facilities with an abundance of resources. I currently work in the most beautiful rec situation I have been in, and I feel beyond grateful and blessed to be serving the people of this community.

However, in the past, on a typical day, I have been disparaged, harassed, and threatened by both youth and adults. I have found lost children, witnessed drug deals, and watched neighborhood youth, our youth, fall to the perils of poverty, lack of supervision, and the lure and pressure of the streets. I have seen a 7 year old throw chairs around a room, a 12 year old runaway kick, scream, and beg not to be returned home, seen the picture on Instagram of a lost 13 year old park user drugged across town, managed pick up from the after school program while a male drug addict had an episode in the women's bathroom while we waited for PPD to arrive, broke up a fight between a grown woman and a 7th grader, returned 4 and 6 year old runaways to their father, and stopped a fight inside a gym where a weapon was about to be drawn on a shift by myself. To say that this job comes with stress is an understatement. And I pray for my co-workers every day who are subjected to this daily trauma. I overheard two of my co-workers joking the other day about being harassed and disparaged for turning a sprayground off at the City closing time at 7pm, and I couldn't help but think of all the ways that situation could have gone wrong. We often joke about how we have our "heads on swivel" constantly assessing danger and threats to the joy we are trying to provide. We laugh, but only to mask the stress we feel. Thankfully, we have learned how to survive and how to navigate these explosive situations, with a little bit of training, mostly our guts, and primarily by the Grace of God.

In a few weeks when I lose my Seasonal Maintenance Worker, I will go back to cleaning toilets and whatever bodily fluids don't make it to the toilet, sweeping and mopping floors, managing trash, and cleaning the grounds of the 24.3 acre site. This will require significant time and energy and will most definitely take away from time creating, registering, and running programs.

Over the years I have met fabulous co-workers- beyond creative and beyond passionate about the work we do in parks and recreation. But, we have lost them. They've gone elsewhere, and taken their talents and vibrancy with them. Many in our department are burnt out. I know I am teetering on the edge, and when I go back to daily operations work, my energy levels will be depleted, affecting my ability to do my programming job. But I can't let them walk into a rank building, correct? Who wants to participate in a program in a building that reeks of urine?

We are grossly understaffed, under-resourced, and expected to make lemonade out of rocks, yet somehow, we do it. But the time spent searching for partners, for grants, for anything to help us make our community's programmatic dream come true is exhausting, time consuming, and often met at dead ends.

The job of Recreation Leader shouldn't be a game of survival of the fittest, or the toughest, or the best at navigating the system. It should be FUN. We are quite literally the fun people of the City who are tasked with building community through health and wellness via its myriad forms from gardening to workshops on chronic disease, arts and cultural from crafts to African dance, athletics from football to canoeing, and to be on the cutting edge of how fun is defined by our community whether its Esports or birding. I can not emphasize enough how creative, passionate, and dedicated my co-workers are, but when I imagine what they would do if they could focus solely on their job specs and had the staffing and resources to implement their best, this City could be a happier, healthier, and safer space. Thank you for your consideration.

Name: Lauren Hunt

Title: Recreation Leader 2

Phone: 2672579126

Email: lhunt4821@gmail.com

My name is Lauren Hunt, and I am a Recreation Leader 2 working at Carousel House. I have been with the department for ten years. The staffing shortages throughout the department have caused safety and program quality issues, especially for people with disabilities. Carousel House is the only recreation facility that offers year-round programming for them. Due to the shortages, we have waitlists for all social programs and cannot provide half of the services we used to because only two full-time staff are working when there used to be six.

We are sharing space at another recreation center, Gustine, because our old building has been in the Rebuild process since 2020. Gustine Rec Center has only had one full-time staff person for four years. As recreation leaders, we are told that at least two people must be on duty during operating hours. This rule is supposed to address safety concerns, as most recreation centers close at 9 p.m. If we find ourselves working a shift alone, we are required to go to a center in our district with staff. Closing center doors and asking existing programs if they would move to another center should be the last thing we do.

We are expected to be security, especially at centers with no video cameras and inadequate or faulty lighting. Leaders are expected to run programming, police, and, in most cases, clean our building and grounds and remain available for the neighborhood's needs. More staffing is crucial to making this department whole again, whether lowering some of the qualifications for full-time employment or extending the work period of our RSIs to year-round. Changes are needed, or the quality of programs offered by recreation centers will continue to decline, as well as the well-being of staff tasked with dealing with these issues day in and day out.

Name: Leilani Adams-Brawley Summer Camp Counselor/Youth Worker

Phone: 609-760-1337 (Mother's phone number Dawn Adams-Brawley

School: KIPP DuBois Collegiate Academy

Grade: 10th

Principal: Joseph Wendell

City Council Parks and Rec Hearing Testimony:

Last summer while I was working at Eastwick I realized how many children who have mental, emotional, and behavioral issues who were not able to get the assistance or attention they needed. Specifically because there wasn't anyone in that field to support them. My job only allows me to assist the children during activities and I do not that the necessary training needed to be a mental health professional. I believe that an onsite social worker or recreational therapist would help especially since the children are use to having people like that as school an in general when they need the extra support.

Name: Jonas Winkfield-Pearson
Title: Youth and Rec Center Patron
Phone: 267-236-2560 (Mother Latoya Winkfield)
Email: L.Winkfield@gmail.com
School: St. Thomas Aquinas
Grade: 7th
Principal: Sharon McCloskey

Good Afternoon Esteemed Members of the Council. Hello, my name is Jonas Winkfield-Pearson and I am going to speak with you about my experience with DiSilvestro Playground.

Mr. Brett was very thoughtful and caring towards myself and the other children at the playground. He did simple things like help me when I was struggling with homework and always checked on me to make sure that I was doing alright. Mrs. Natalie, another rec leader, was also very kind to me. One of my favorite programs that they brought to the center was the "Beyond the Bars" musical arts program. They also work with Pastor Dave who runs the Tattoo program. In that program I learn a lot of skills to make me a better member of the community. I enjoyed my time with DiSilvestro Playground up until Mrs. Natalie left.

The times that new staff had to come in was troubling to me. When that happens the center did not offer us the same types of fun programs as before. We also did not get to experience as many trips as we did in the past. I also didn't have the same connection with them like with Mr. Brett or Mrs. Natalie. I complained to my mother all summer about the way that the teenagers behaved and how we didn't like to go outside and play as much. It was very different at the center.

I hope that you can do something as leaders to make sure that I and other children never have to have a summer where we don't feel safe to play, or staff changes that stop fun and exciting programs. We as kids should be able to have fun in summer camp and aftercare.

Thank you for listening and helping kids be kids.

Name: Shiloh Winkfield-Pearson
Title: Youth and Rec Center Patron
Phone: 267-236-2560 (Mother Latoya Winkfield)
Email: L.Winkfield@gmail.com
School: St. Thomas Aquinas
Grade: 7th
Principal: Sharon McCloskey

Good Morning Esteemed Council and Leaders. My name is Shiloh Winkfield-Pearson and I am here to talk about my experience at DiSilvestro. During my time with Mr. Brett, I had a lot of fun and experienced help with my studies. One thing that I liked about him was that Mr. Brett would always give the extra food from the aftercare students to those who were in need from the community. The activities that he exposed us to helped us in our studies and in life. Some of my favorite activities were the musical arts program, painting classes, sports and math programs.

After Mr. Brett left, I was introduced to Ms. Natalie. When meeting her I was very shy and nervous. I was comfortable with Mr. Brett, so I was very confused and upset about when he had to leave DiSilvestro. After a while, I began to get used to Ms. Natalie. Once I got to know her I realized she was a fun and nice person. One of the best lessons that I learned from her was how to step out of my comfort zone. She and I both have a love for nature and would talk about it often. It was great having another person around who loves nature as much as me. I was very sad when Ms. Natalie had to go. Ms. Sharon took over for a little while and we were still able to engage in a lot of the fun activities as before. Then, out of nowhere, she too had to transfer. Now, that meant I had to get to know another person. That will be four new people and I had no idea why they kept leaving, because no one told us anything. When another shift happened, a lot of the programs, trips and activities we liked stopped. The teenagers who never were allowed in the center before were smoking, cursing and bullying children on the playground and in summer camp. Going to DiSilvestro was not fun when we had so much change so often.

I am a kid and want to feel safe where I play. I ask today that you do whatever you can to make sure that other kids don't have the people who made sure that they had fun get taken away. I also hope that you tell kids why people have to go away and make sure that they still get to go on trips and have the activities they love. Thank you for listening to me and have a good day.

LaToya Winkfield
2728 N. Opal Street
Philadelphia, PA 19132
September 25, 2024

City of Philadelphia
City Hall Room 400
1400 John F Kennedy Blvd
Philadelphia, PA 19107

Dear Esteemed Members of the Philadelphia City Council:

My name is LaToya Winkfield. I am a lifelong Philadelphian and an active community member. My children have been utilizing the DiSilvestro Playground recreation programming since 2018. During this time, they have had the pleasure of gaining many invaluable experiences. They got to learn and grow under the direction of Mr. Brett, Ms. Natalie, Ms. Sharon and most recently Mr. Gerry.

Under the leaders that I mentioned, they have been afforded exposure to a vast amount of programming and activities. They were exposed to cultural arts, environmental science, fishing, hiking, music programs, arts programs to say the least. They also had the opportunity to meet friends and create relationships that last beyond the swingsets.

While the experiences have been mostly positive, there are concerns that I have raised in the past that were exacerbated by the experience we had in the spring and summer of 2023. The staffing transitions seemed to come without rhyme, or reason. I sent an email to the Deputy Commissioner of Recreation to express my concern. How can we maintain the safety and integrity of the center when staffing shifts happen without warning? How are we able to afford our children the continuity of care that they deserve when we as families and the community don't know the staff? What is the reason for these frequent shifts and why do the families who patron the center for afterschool and summer programming not have any say? These questions went unanswered and then we had a staff member new thrust upon us and it was a nightmare. That summer was plagued with incidents. The center began to deteriorate. The local teenagers were smoking weed in the bathrooms and engaging in inappropriate sexual acts in the center around the young children. Fighting and other incidents began to increase with frequency and the local police weren't being engaged in those disputes. Programming quality severely

diminished. Students spent most of their time on games, or doing an art project as that was that leader's interests. That was not the experience that any of the parents were used to. We lodged several complaints that went unresolved. It came to a head when there was a report of an attempted kidnapping. The issue was that we weren't made aware in a timely fashion, but instead through a casual message well after the event. I personally had to seek the support of Council President Johnson to increase security and police presence to the center after that incident. The handling was the final demonstration of misalignment. It caused several parents to withdraw their children from camp for the remainder of the summer. Most of us cited that we felt unsafe for our children to be there. We spoke about how staffing levels impacted the ability to address the incident with the severity that it deserved. Again, no immediate action was taken at the leadership level.

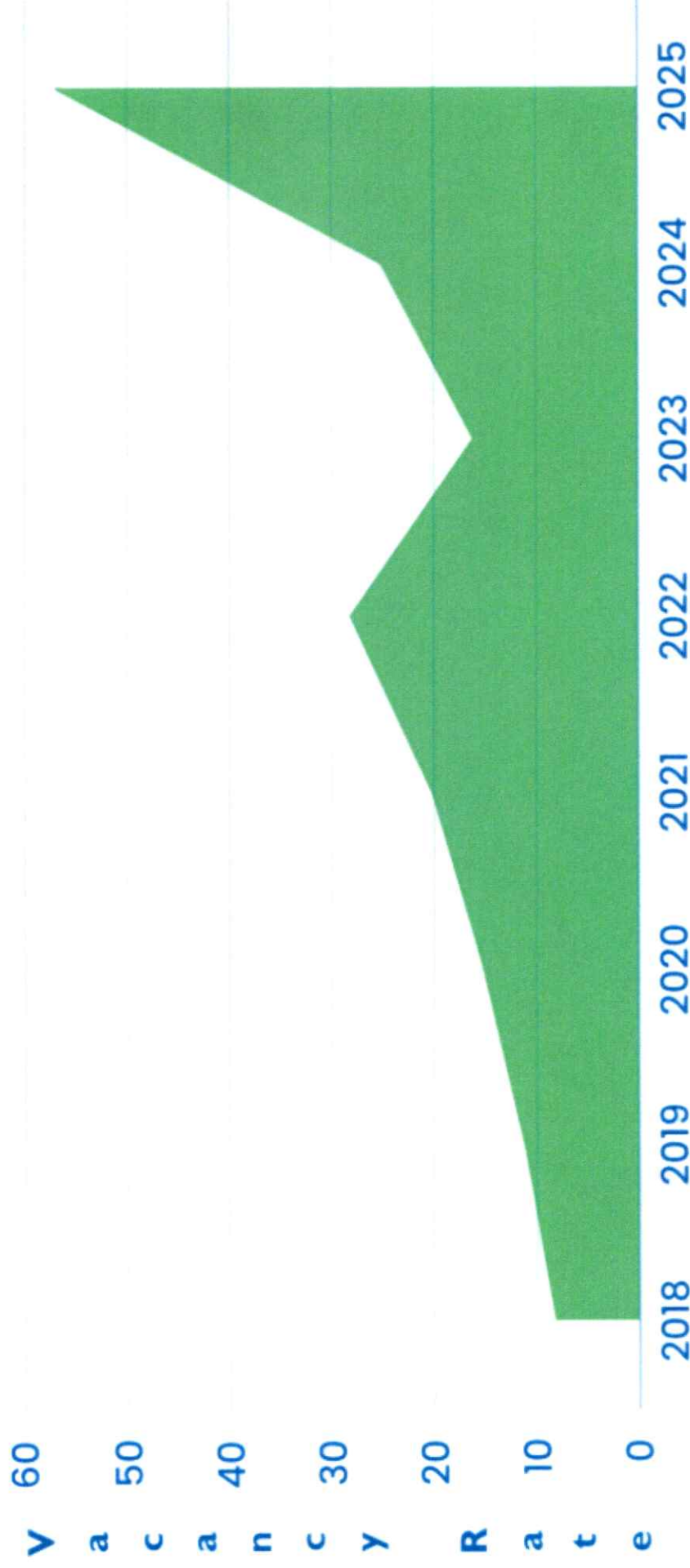
I hope that as a result of this hearing you are able to support increased funding, shift the staffing policies so that you can retain your most talented and beloved staff members, and engage in the dynamic programming that we have experienced over the years. I thank you in advance for considering this feedback and hearing from me and two of my children on our experiences.

Sincerely,

LaToya Winkfield, Ed.M., MBA

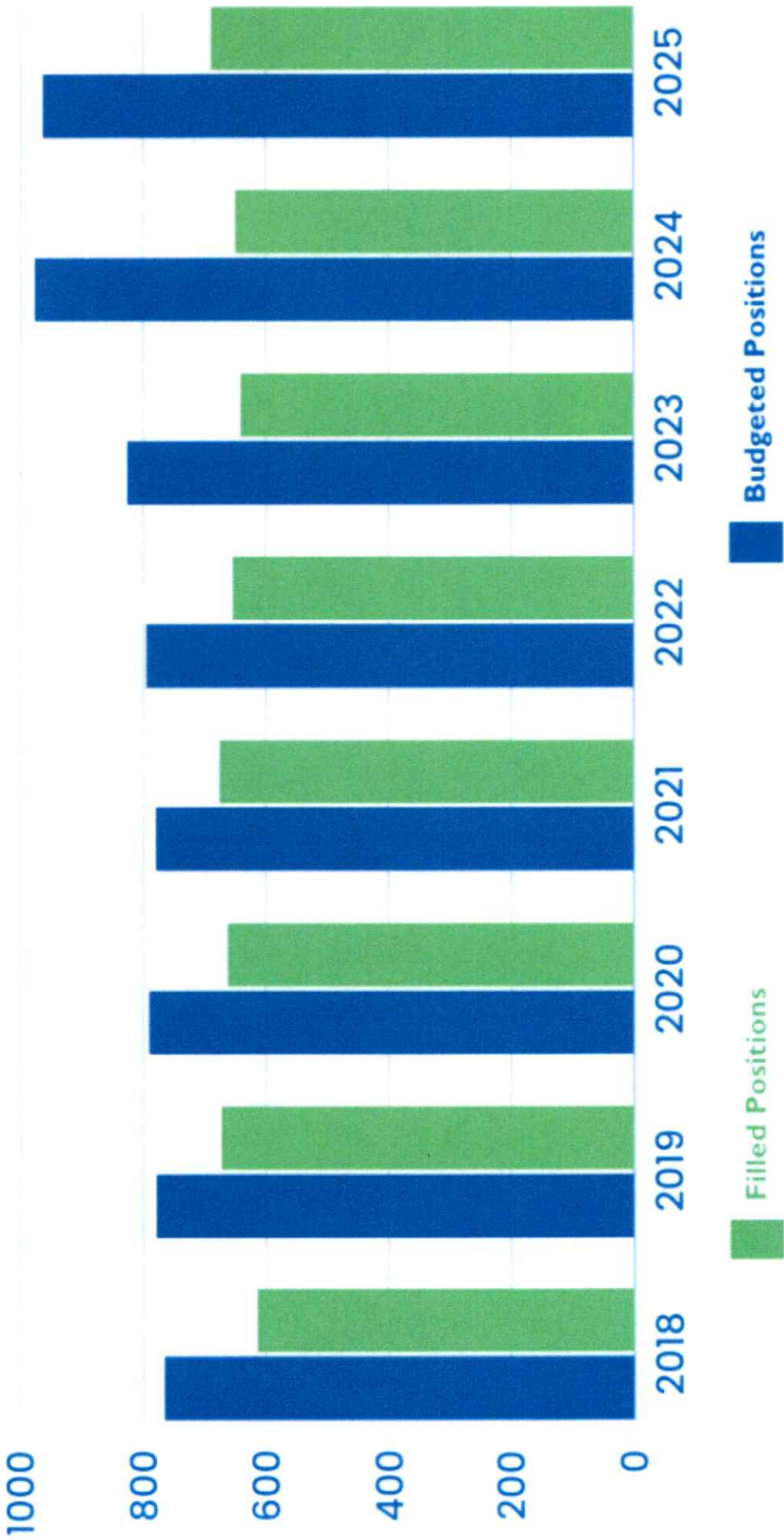
CUSTODIAL VACANCY RATE

FY18 TO FY25



Source: FY2018 to FY25 Operating Budget Details

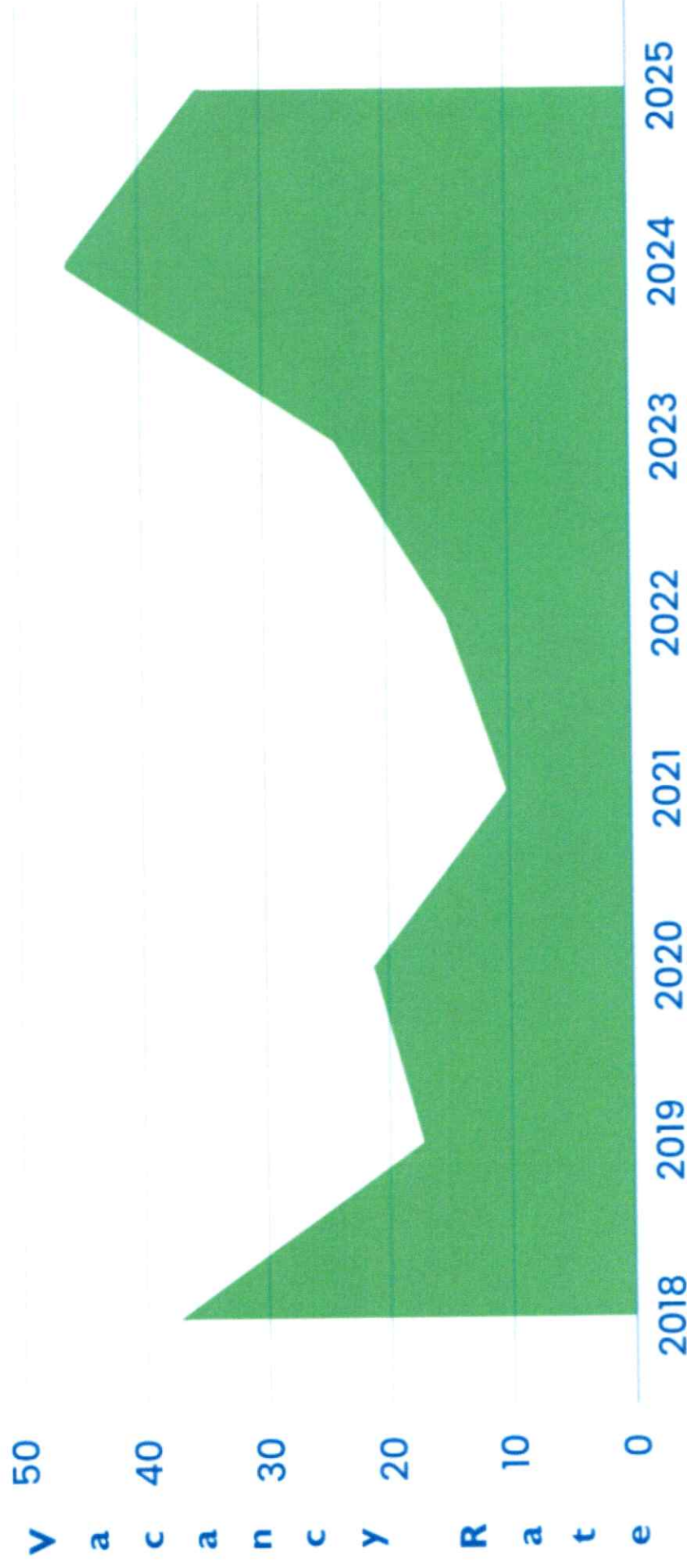
PARKS & REC BUDGETED VS FILLED POSITIONS FY18 TO FY25



Source: FY2018 to FY25 Operating Budget Details

PARK RANGERS VACANCY RATE

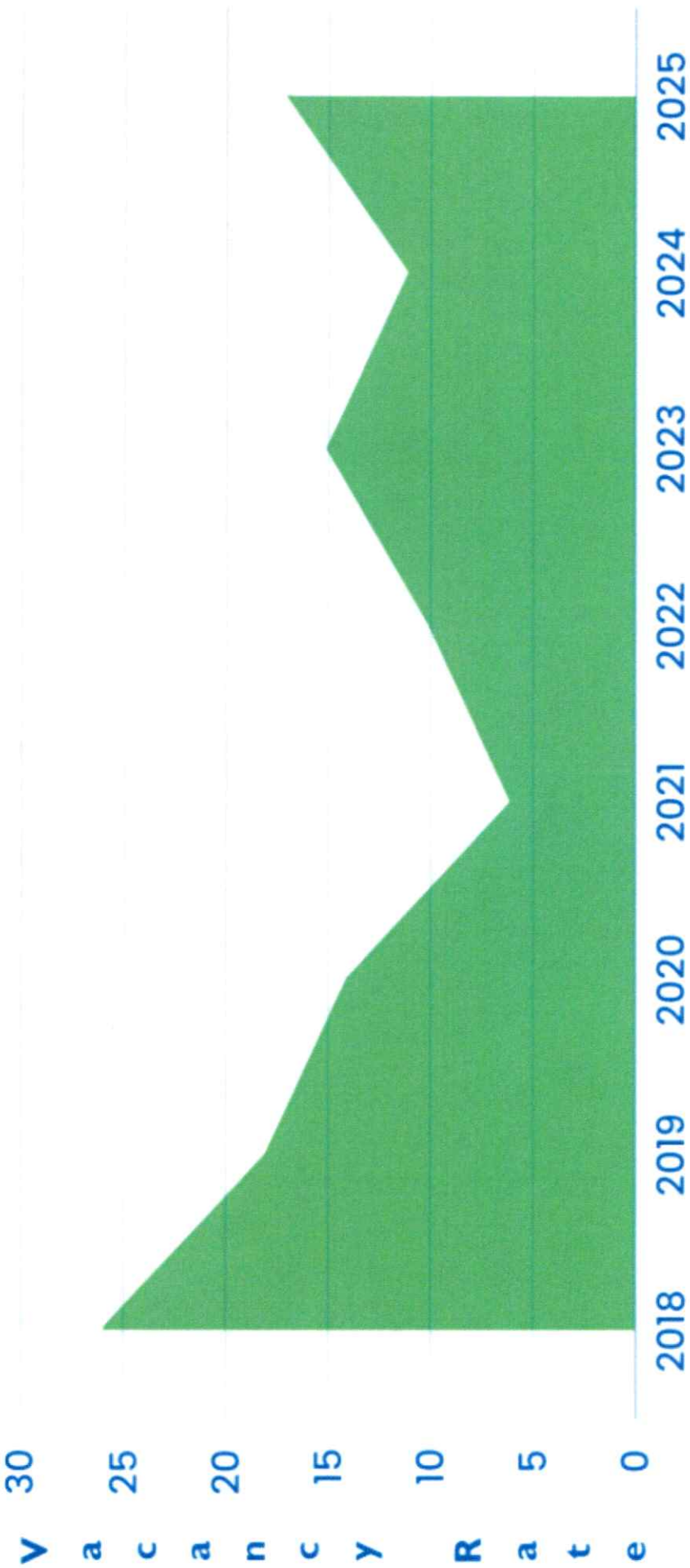
FY18 TO FY25



Source: FY2018 to FY25 Operating Budget Details

SKILLED TRADES VACANCY RATE

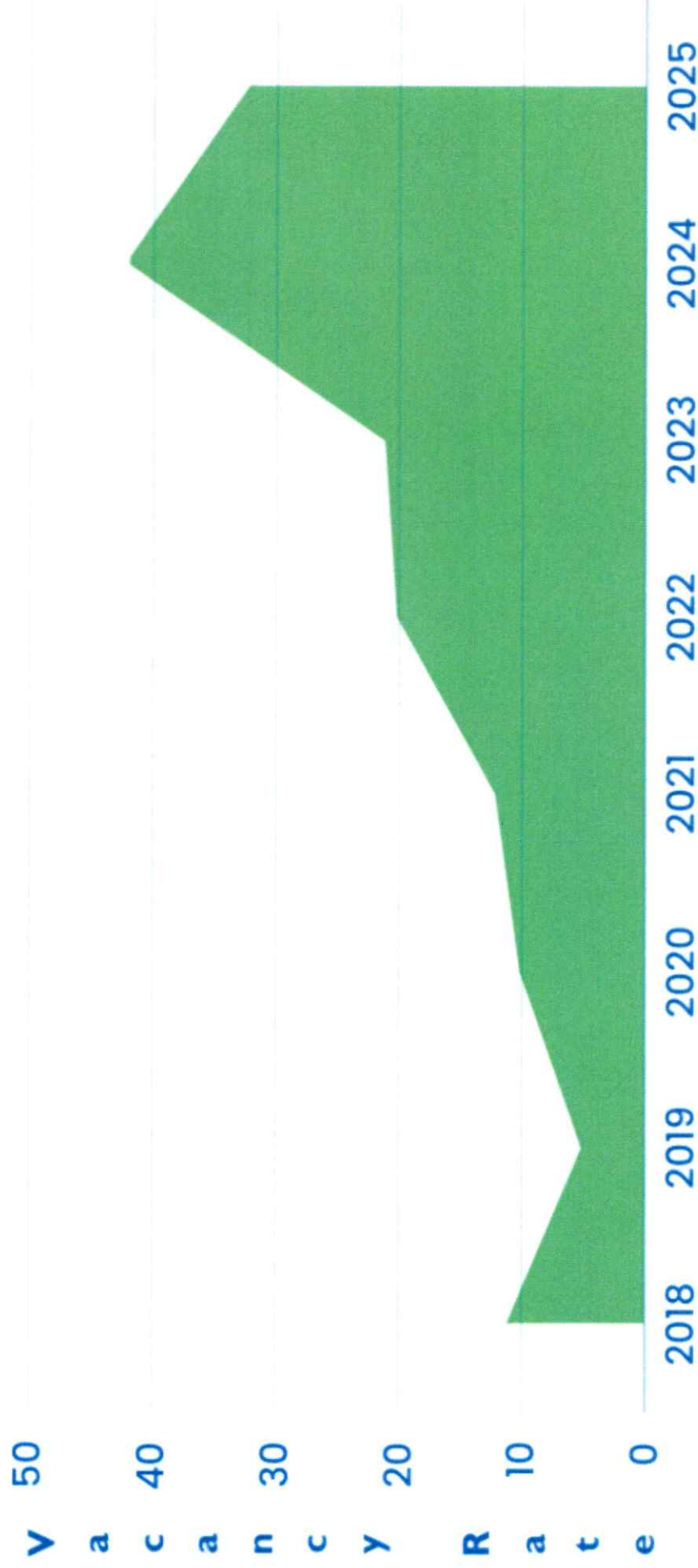
FY18 TO FY25



Source: FY2018 to FY25 Operating Budget Details

PROGRAM DISTRICTS VACANCY RATE

FY18 TO FY25



Source: FY2018 to FY25 Operating Budget Details